FINANCIAITIMES

MONDAY JULY 20 1998

World Business Newspaper http://www.FT.com



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he has crushing the St. Angeleges interpreter for generally beiter for the continues to twitter the society

Violence at work The daily routine of threats. bullying and assaults Management, Page 9



Financial information New entrants threaten real-time data suppliers Page 13



Jenoptik's Lothar Späth Heroic journey of an east German political maverick Interview, Page 8

China's economy The government has become a fire brigade Page 4

WORLD NEWS

Yeltsin decrees tax measures to save States and the street of SE SEE WALTER COLORES crisis programme

President Boris Yeltsin has overridden the Russian parliament by adopting extra tax-raising measures by decree in an attempt to salvage the government's anti-crisis programme and attract financial support from the international Monetary Fund. Page 14

Call to fight child pornography German government politicians are calling for greater international co-operation and tougher laws to combat child pomography on the Internet. Page 2

Ruling favours tobacco industry The US tobacco industry has won a major victory after a federal judge ruled the Environmental Protection Agency had overestimated the hazards of secondhand tobacco smoke. Page 2

UN sets up war crimes court The United Nations succeeded in setting up an international Criminal Court to try war crimes, genocide and crimes against humanity. Page 3; Editoriai Comment, Page 13

Serbs pursue Kosovo guerrilles Yugoslav security forces claimed to have killed at least 20 Kosovo Albanian guerrillas in a border ambush and to have begun driving others from the town of Orahovac.

Boid guerrilla strategy, Page 3 Drugs 'Tear' follows the money US drugs "Tsar" Barry McCaffrey has targeted money laundering as a vulnerable area offering one of the best ways of fighting interna-

tional drug trafficking. Page 3 More than 1,000 die in tidal wave More than 1,000 people were feared dead and thousands were homeless after three tidal waves destroyed villages on Papua New

Guinea's north west coast. Page 2 European Union diplomats ended two days of formal talks in Iran in what the head of the visiting delegation called the start of a gradual

The Democratic Republic of the Congo, formerly Zaira, has announced that "saboteurs" of the newly launched Congolese franc could face the death penalty.

Islamic republic.

Chechnya combats armed bands Chechen President Asian Maskhadov is mobilising up to 5,000 extra troops to help fight groups of

Austrians search for mine victims Rescue workers drilled in search of the bodies of 11 men believed to have been killed in Austria's worst post-war mining disaster, in the Alpine village of Lassing.

Communists back Prodi at a price Italy's Communists will support the government of prime minister Romano Prodi in a confidence vote this week but said they wanted more measures to combat unem-

ployment and poverty in the south. Villagers slaughtered in Algeria Moslem rebels cut the throats of In people in a village south of Algiers four days after at least 13 villagers died in a similar massacre.

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THE PERSON NAMED IN

Mark Strain

German youth backs radicals More than a third of young voters in eastern Germany support the former communists or radical-rightist parties for the September 27 national elections, according to an apinion poll.

O'Meara wins Open Mark O'Meara best fellow American Brian Watts in a four-hole play-off to win the Open golf championship at Royal Birkdale in northern England.

BUSINESS NEWS

Germany's Deminex energy joint

venture to end

The Deminex joint venture of the German energy companies Veba Oel, RWE-DEA and Wintershall, formed in 1969, is being broken up in an agreed restructuring, under which its oil and gas exploration and production activities will be absorbed by the venture partners. Pege 15

Investors across the European Union will have access to new forms of collective investment, such as pan-European funds investing in futures and options, under proposals announced by the European Commission to update EU investment laws and regulation of fund managers, Page 2

Roche, the pharmaceuticals group, saw its shares rise 2.4 per cent after Swiss financier Martin Ebner, a major shareholder, recommended It sell its vitamins and fragrances and flavours businesses. Page 15

EDS, the computer services group, has won a 10-year contract to supply information technology to British Airways Engineering. The con-tract is believed to be worth over £100m. Page 16

Creation Records, UK independent record label, abandoned plans to export recordings from its internet site efter pressure from Sony, the music and entertainment group. Sony holds 49 per cent of Crection's equity and international distribution rights for its acts, includ-ing best-seller Ossis. Page 15

WorldCom, the US telecommunications group, is claiming inclustry leadership with the start-up of its optical fibre network linking US and European financial centres via undersea cable with connections to 27,000 offices in the US and 4,000 in Europe. Page 17

US state prosecutors said they had "tightened" their antitrust action against Microsoft after dropping charges that the software leader had forced computer makers to grams over those of rivals. Page 5

Martin and Olivier Bouygues have asked the French financial markets council to allow cancellation of a voting pact with dissident shareholder Vincent Bollore, saying he has falled to act in concert on the strategy of the Bouygues construction and telecoms group. Page 18

Telefónica of Spain, which has wide telecoms holdings in South America, entered the Central American market by outbidding Telmex of Mexico and BellSouth of the US for a mobile phone operation in El. Salvador, Page 20

NatWest Stockbrokers, retail broking arm of National Westminster Bank, is drawing up plans to-become a marketmaker in privatisetion and demutualisation shares.

Futures exchanges that wish to set up computer screen networks in the US could face rigorous tests under a proposal from the Commodity Futures Trading Commission, the US regulator. Tests might include the financial standing of the exchange and national reciprocity for US exchanges. Page 14

Loyahrand, a UK resort designcompany, has won agreement fromthe monastery of Topiou to build a \$825m resort on land in northeastern Crete owned by the Greek Orthodox community. Page 3

World Equity Markets The latest trends and data from more

Page 33

EURO INTEREST RATE CONVERGENCE



This count shows the conclet-tolerest rates of the 17 countries that will participate in Europe's forthcoming Repo Single currency. Analysis
Tender surveyed by Sandard S.
Repo Poor's MRS super (in Start)
Vention
Countries to converge at a diseased Surveyees Decised Bank at the People beginning of 1990

Expected convergence rate (3.75%)

Euro prices, Page 25

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Candidates for Japanese PM promise

to cut taxes Health minister's entry into race seen

as likely to split vote in party election

By Michiye Nakameto in Tokyo

The three candidates to succeed Ryutaro Hashimoto as Japan's prime minister pledged yesterday to cut taxes and stimulate the flagging economy.
Junichiro Koizumi, the health

and welfare minister, became the third man formally to enter the race to lead the ruling Liberal Democratic Party, joining Keizo Obuchi, foreign minister, and Seiroku Kajiyama, former chief cabi-

net secretary. The candidacy of Mr Kolzumi is expected to complicate Friday's election to choose the next party president, following the resignation of Mr Hashimoto. Mr Koizumi is likely to split the vote, perhaps necessitating a sec-ond ballot.

The winner is virtually assured of becoming prime minister, because of the LDP's dominance in the lower house of the Dist

(parliament).

The candidates yesterday took part in two unprecedented televised debates to present their positions on economic revival. LDP leaders have traditionally been chosen in backroom manocuvring by party factions.

By appearing in the television debates the candidates were appealing directly to the public, making the race more a contest between their policies.

They emphasised their commitment to fiscal stimulus, including tax cuts, and to dealing with the bad bank loans blamed for hindering an economic recovery. Mr Obuchi, who is thought to

The candidates: health and welfare minister Junichiro Kolzumi (left), former chief cabinet secretary Seiroku Kajly and foreign minister Kelzo Obuchi during one of yesterday's two unpre have wider party support, called for permanent tax cuts of more

supplementary budget of Y10,000bn. He said he would take "all kinds of measures so that the economy will grow about 3 per

Mr Kajiyama stressed the need to deal aggressively with the bad loans problem. There would be "a lot of blood-letting", he warned. He is widely supported in the business community for his outspoken views on the need for bold measures to revive the

than Y6,000bn (\$43bn) and a

Mr Kajiyama said Japanese consumers were too pessimistic and that "without confidence. Japan will sink".

Mr Koizumi, a dark horse candidate committed to fundamental reforms of the bureaucracy, reversed his cautious stance on loosening fiscal policy and said he would abolish the fiscal in the LDP. reform law altogether.

Mr Koizumi also proposed cutting the number of central government civil servants by half over the next 10 years and reducing the number of parliamentarians in an effort to realise his Contenders' choras, Page 4

Mr Obuchi, who heads the largest faction in the LDP, had initially been almost assured of victory, after winning the support of other factions in the party. Although Mr Kajiyama has wide support in the business community, he has been a relative loner

However, Mr Koizumi's appear ance on the stage has provided the anti-Kajiyama vote with an alternative, weakening Mr Obu-

FOREIGN EXCHANGE RESERVES FALL TO \$600M FROM \$1BN FOLLOWING INTERNATIONAL SANCTIONS OVER NUCLEAR TESTS

Pakistan takes measures to shore up economy



Pakistan took emergency measures at the weekend to shore up its economy after disclosing its foreign exchange fund which was due then did not to face sanctions," he said.

reserves had fallen to \$600m, take place.

Mr Pasha said the govern intensifying doubts about its

government's chief economic policy body, stunned bankers on Saturday when he conceded that reserves had fallen to \$600m from more than \$1bn a month ago.

The depletion has taken place since Pakistan conducted its first nuclear tests on May 28 and prompted western economic sanctions, including measures such as the withholding of multilateral assistance from the International Monetary Fund, the quite visible in the budget. Now requests have been publicly dis- Observer, Page 13

opment Bank.

petrol by about 25 per cent, to say bow. Hafeez Pasha, deputy chairman although diesel and kerosene - a of the planning commission, the common cooking fuel in the reserves] up in days but I can't country - will not be affected.

The government said more would be saved through unspecified spending cuts - part of a contingency plan which Nawaz Sharif, the prime minister, will unveil soon - to meet the hudget shortfall caused by the sanctions.

announced in June had not foreseen a Rps20bn (\$435m) shortfall. help. "The spirit of sacrifice was not

the sanctions, the time has come A tranche of \$26m from the that we step forward and IMF was not disbursed at the end announce measures to safeguard of June when a meeting of the the interests of the economy and payments on its oil imports.

ernment raised the price of to \$1bn within days, but refused

"We are going to shore [the tell you how." he said.

Independent analysts said the government was probably relying on support from friendly countries in the Arab world to help tide it over the immediate crisis. In the past month Mr Sharif has travelled to Saudi Arabia, the Mr Pasha said the budget United Arab Emirates, Kuwait and Qatar, apparently to seek

World Bank and the Asian Devel- that we have a fair estimate of closed, but businessmen say the government is probably looking for short-term credits in hard currency or an option to delay

Senior officials reject growing Mr Pasha said the government speculation that Pakistan has not As part of its measures, the expected to get its reserves back yet received any concrete But businessmen say that in

> view of recent turbulence on the oil markets. Arab countries are facing a crunch which may make it difficult for them to come up with a large assistance package. Strobe Talbott, US deputy secretary of state, arrives in Islamabad, the capital, tomorrow when he will press Pakistan to sign the Comprehensive Test Ban Treaty, which seeks to prohibit nuclear testing.

No details of Pakistan's Pakistani economist dies, Page 4

Oxford University to launch degree courses over internet

By Sizeca Targett in Louden

Oxford University is to offer degree courses over the internet under plans which could transform the prestige of distance

widen access to Britain's oldest university, will offer the glittering prize of an Oxford education without students having to step inside one of the ancient colleges. It is backed by Paul Allen, the US entrepreneur and co-founder of Microsoft, whose virtual education foundation is to fund the

online courses to be launched next year. Oxford's first online degrees will be offered to posigraduate students in medicine, computing and software engineering.

The university's elite underalthough there is resistance from Oxford's collegiate experience my course.

Oxford tutors will supervise studies using e-mail, internet discussions and voice-based conferencing. Occasional face-to-face meetings in Oxford may be built into the programme.

The masters degrees will be studied part-time and will typically take four years to complete The work will be staged, the first Business education, Page 10

two years leading to a certificate, the third to a diploma, and the fourth resulting in an Oxford masters degree. Examinations are expected to

be held in Oxford but foreignbased students may be permitted The venture, part of a policy to to use the network of British Council offices around the world. Oxford's first online masters students are scheduled to begin their studies within five years, after the university's phased introduction of the internet

degree programme Two courses will be offered in January: a two-year course in computing costing £1.200 and a £600 one-year local history course. An internet course in immunology is planned to start three months later.

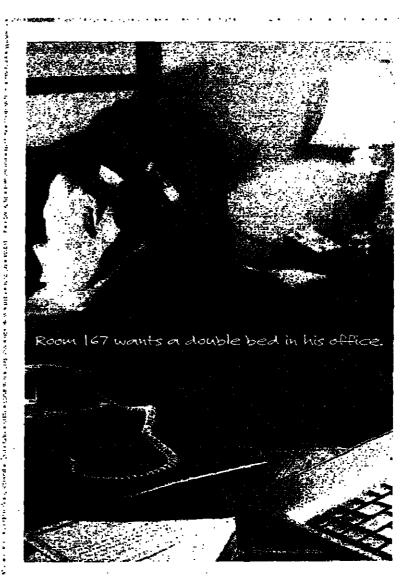
Geoffrey Thomas, director of the university's department for graduate degrees may eventually continuing education, said the be delivered on the internet, courses would bring the Oxford tutorial within the reach of the traditionalists who think distance learner. They would be designed around a new concept must remain an essential part of of online tutorial support and would allow part-time students to study at their own pace.

Dr Thomas welcomed the \$500,000 development grant from Mr Allen's foundation, saying it would "help ensure that Oxford's position as a leading university is reinforced via the global medium

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WORLDINEWS

Bonn urges net clampdown on child porn

By Peter Norman in Bonn

VI F

4

politicians are calling for would seek "an intensificagreater international tion of international laws to combat pornography tion of children and juve-

The demands reflect shock and butrage following the According to press reports. widely publicised discovery last week of an internet child pornography ring in computer discs showing the The ring is thought to have had links with Berlin

have had links with Berlin and have been behind the ister and leader of the Bavar-disappearance of a 12-year-ian Christian Social Union, net conference."

old boy from the city in 1993. called at the weekend for German government signalled yesterday that he co-operation and tougher co-operation for the protecinvolving children on the niles" following last week's discoveries in the Dutch sea-

> investigators found more than 9,000 photographs and sexual abuse and torture of children.

EU to widen investor access

"an international legal con- interior minister, told yesternography on the internet". newspaper that he had He proposed this be put on the agenda of the next Euro- for the security of informapean Union summit.

research and technology investigate in the internet minister and a member of Mr Kohl's Christian Demo- the most modern software". cratic Union, said a world wide "net code of conduct" was needed to set interna- Bonn cabinet Klaus Kinkel. tionally agreed minimum the foreign minister who standards and called on the United Nations to take up afterwards that censoring

Manfred Kanther, Bonn The cabinet urged Germany's federal states, which vention against child por- day's Welt am Sountag are responsible for police matters, to co-operate more "ordered the federal office closely in the fight against child pornography and tion technology to improve suggested they follow Bayar-Jürgen Rüttgers, Bonn the ability of the police to ia's example and employ "cyber-cops" to monitor the through the development of internet.

The Netherlands case was

chaired the meeting, said

the internet was not the

answer to the problem.

Edmund Stolber, Bayaria's CSU prime minister, said his discussed on Friday by the state would introduce legislation in the Bundesrat, the second chamber of parliament in Bonn, to allow telephone tapping to help crack down on child abuse and pornography.



Helmut Kohi: joined calls for

Doubts over Kok coalition

the country's three-way coalition agreed a government programme for the next four years.

The accord endorsed late on Friday by his PvdA party, the free market VVD and the gained a general election mandate to continue their

since 1994, is to call on Queen Beatrix as early as today for approval to form a new administration. He intends to give it a more socially conscious face. while continuing deregulation and revamping a bordensome tax system.

leaders both questioned the economic assumptions at the devoted to reductions in the heart of the spending plans. deficit or in taxes, rather These include an expectation than to extra spending prothat annual wage increases grammes. generated by collective hargaining will average only 1.5 to retain her health portfolio per cent - at a time when and become one of two depthe FNV, the largest trade uty prime ministers. Last union federation, is pushing year the book over the D66 for rises next year of 1.5 per leddership from Hans van

ket strengthens the unions' hand. Lodewijk de Waal, FNV chairman, said there was no question of moderating wage demands merely delivered in 2001 might benefit its members.

West European new car

Volume (Unite)

195,914

687,777

858,354 489,932 366,422 840,602

39,086

812.281 800,048 12,213

773.563

199,483 304,212

127,178 228,315

224,072 118,298 108,589 98,027

1,380,100 1,136,892 886,119

429,546 230,083

January-Junio 1998

TOTAL MARKET

MARINFACTURE

PSA Peugeot C - Peugeot - Citroen

General Mc Opel/Vauxhell

- Ford
- Jaguer
Renetalt
BMW grot
BMW
Rover
Merceune
Volvo
Toyota

Honda Mazda Manbi

The VNO-NCW, the main employers' federation, warned the deal hammered out by party negotiators did economies which could be expected during the next few years. It said the chance was being missed to cut public debt and deficit levels while

conditions allowed. Some economists fear that centrist D66 comes more in a recession the deficit than 10 weeks after they could breach the ceiling of 3 per cent of gross domestic product agreed as a cornerstone of European monetary Mr Kok, prime minister union, although it stands now at only half that level.

The government accord is based cautiously, however, on an average 2 per cent real economic growth, compared with the current 4.2 per cent. The VVD's Gerrit Zalm, due to stay on as finance minister, has extracted from the But business and union parties a commitment that any windfalls would be

Els Borst is thought likely centage points above the Mierlo, the outgoing foreign minister. The other deputy Dutch consumer prices are premiership, to which the growing at 2.2 per cent a VVD is entitled, may go to port minister in the last gov-

ernment Ms Jorritsma, has been mentioned as a possible suc cessor in Mr van Mierlo's because fiscal reforms to be cabinet slot but may settle forta post such as economic

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48

+73

Sphane Share (%) Share (%) Change (%) Jan-Jun-98 Jan-Jun-98

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16.1 11.2 . 7.8

NEWS DIGEST

US TOBACCO BATTLE

Hazards of secondhand smoking 'overestimated'

The besieged US tobacco industry has won a big victory after a ruling by a federal judge that the Environmental Protection Agency had overestimeted the hazards of secondhand tobacco smoke.

The EPA said in 1993 that secondhand smoke was responsible for 3,000 lung cancer deaths each year. The report led many restaurants, theatres and office buildings to ban or con-

The tobacco industry said the study was wrong and took its case to court. According to the Washington Post, a US district court judge in North Carolina - a big tobacco growing state - has agreed with the industry that the EPA erred in its risk assessment. Nancy Durine, Washington

CHINESE FLOODS

Death toll rises to 1.000

Floods across much of China have killed around 1,000 people this summer and resulted in direct economic losses of RMB85,6bn (\$10,3bn), mainly through crops being washed away and buildings collapsing, the official Chinese news media said at the weekend.

There was also a scare that a crest of floodwater shooting down the Yangtze river might threaten the \$29bn Three Gorges darn, which is under construction. In the end, the ers passed the dam safely. James Kynge, Beiling

SINGAPORE PM'S LIBEL SUIT

Damages increased fivefold

The Singapore Court of Appeal awarded Goh Chok Tong, the prime minister, five times the damages awarded him by a lower court last year in a high-profile defamation case.

The case stems from a statement by a political opponent at a campaign rally that police reports had been filed against Mr Goh. The prime minister sued to protect his credibility. The lower court ruled that J.B. Jeyaretnam's statement was defamatory as it could lead people to believe Mr Goh could be investigated for wrongdoing. It awarded Mr Goh S\$20,000 (\$11,600) in damages.

Oritics said the lawsuit was unnecessary. Singapore's ruling

People's Action party had just scored its biggest electoral victory in 16 years, winning 81 out of 83 seats in parliament on January 2 1997. Many believed the lawsuit was politically motivated to intimidate the opposition. The Singapore Court of Appeal awarded Mr Goh \$\$100,000 on Friday. Shella McNulty, Kuala Lumpur

SOUTH AFRICA CREDIT

Moody's reviews rating

Moody's Investors Service, the rating agency, yesterday placed South Africa's Baa3 credit rating on review for possi-

Moody's is concerned by South Africa's Inability to generate jobs, by the fact that it has undergone two years of slow-ing economic growth and by recent turbulence in domestic financial markets.

It said a "major structural dilemma" of the economy was its inability to generate new jobs. Real wages were rising faster than growth in productivity, and recent financial market volad an unt

The South African finance ministry said yesterday it was confident the rating would be retained, based on the country's "underlying sound economic fundamentals and prudent

SDP SHADOW MINISTRY

Schröder appoints publisher

Gerhard Schröder, the opposition Social Democrat party challenger to Chancellor Helmut Kohl in September's general election, has gone outside the traditional party structure for a third time to fill a shadow ministedal post.

Mr Schröder named Michael Naumann, a 56-year-old publisher and former journalist, to be "state minister for culture" in the federal chancellery, should he win the election. This would be a new post. Mr Schröder earlier chose Jost Stollmann, a computer entrepreneur, to be economics minister and Walter Riester, a trade unionist, to be labour minister.

Mr Naumann, who has run a publishing company in New York since 1996, formerly headed the Hamburg-based Rowohit publishing house after holding journalistic posts with Die Zeit newspaper and Der Spiegel. Peter Norman, Bonn

PAPUA NEW GUINEA DISASTER

Tidal wave kills 600

A tidal wave spawned by an earthquake measuring 7.0 on the Richter scale crashed into Papua New Guinea's north coast, crushing villages and killing nearly 600 people, officials said The 23-foot wall of water hit the coast west of Altape on

Friday night without warning following an earthquake about 12 miles off the Papua New Guinea coa

ABC radio, a government-owned corporation, quoted Austrailan army officials yesterday as saying the death toll could rise to as high as 2,000 people, but that figure could not be confirmed by the PNG government. AP, Port Moresby

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No: 000767 of 1998 in the High Court of Justice Chancery Division Companies Court in the Mattler of COURSON GROUP pic and in the Matter of the on 2 July 1996 presented to Her Majesty's Court of Justice for the confinmation of this w Son of the capsus or the access-aures company from £078,000,000 to \$476,000,000 by deter-able returning capital which is in excess of the water of the Company. AND NOTICE SERUCHER CAPSH that the said-fection is directed to be beard before the Companies Count Register at the Royal Counts of halices. Sepand, London WCZA 211 on Westershy the £7th day of July 1998. AVIT Creditor or Sharebother of the said Company desiring to appose the mallets of an AVY CHEMIST OF SENERABLEY OF the Said Chempany desiring to appose the maldag of an Order for the confirmation of the said reduction of capital should appear at the Said of heating in person or by Counsel for this paramote. A capy of the said Patition will be foreigned up any sock-paramon nameling the same by the undeal-many sock-paramon nameling the same by the undeal-manifest of Said-Chempan and Said-Chempan of the members of the members of the members of the said Said-Chempan and Said-Chempan

LEGAL NOTICES

and Jane Martinson in London Such vehicles currently exist any's introduction of the Under the second amendin some EU countries. European single currency, ment, management compa investors across the Investment associations in nies would be awarded a the euro, which the Commis spending plans European Union will have the UK – with the biggest fund management compalective investment under nies in Europe – welcomed sion believes will belp European Passport under a remove the remaining psy- harmonised authorisation chological barriers that pre- procedure, allowing them to plans announced last week the plans. offer their products in all vent investors from shopby the European Commis-However, Phillip Warland, ping around for investment member states. Such Eurodirector-general of the Assorehicles in other countries. pean Passports already exist. The first proposal would for banks, brokerage houses vehicles in other countries. The two proposed amend- ciation of Unit Trusts and Wim Kok, the Dutch social ments aim to update existing investment funds, was disapdemocratic leader, will this allow collective funds to and insurance companies. The proposals are a toned-EU laws for collective investpointed at a failure to put week begin forming his sec- not take adequate account of invest in a wider range of ments and modernise the forward a much broader proliquid financial assets, down version of a 1993 plan ond cabinet, after parties in a cyclical downturn in EU including futures and to replace EU law dating options, bank deposits, back to 1985 with a simpliregulation of fund managers. posal.

Existing EU regulation is sion failed to gather enough

Payment system price war looms

of pan-European investment out of date," he said. Existing EU regulation is sion failed to gather enough funds, such as funds invest. The proposals come just a limited to listed securities, support from member states.

By George Graham,

Europe's high value are all building competing payment systems could be systems to handle large volheading for a price war against the background of look set to undercut Target massive overcapacity after on price. sulting Group, the management consultancy.

If adopted by EU finance

ministers, they would open

some markets to new forms

Rach European country is required to have its own real union. time gross settlement system to hook up to the Target payments network operated by and the EBA's own clearing the European Central Bank. system are between them ment systems like EBA or petitors.

But Germany, France, the umes of euro payments, and

"If they continue to define

funds like this they are

always going to be 10 years

new study from Boston Con- there are currently around after the introduction of the expected to charge 1.50-3.00 320,000 high value payments a day in the 11 countries which are entering monetary

Chaps Euro, France's TBF chairman of the EBA.

adding enough capacity to EAF are fixed investment UK and the multinational handle another 744,000 pay- costs rather than running Euro Banking Association ments a day. "EAF alone expenses, so they will have could theoretically handle an incentive to attract as the whole of current demand much volume as possible in for high value payments." Mr Viner said.

shares in other funds and

money market assets.

Other payments specialthe introduction of the euro Nick Viner, a vice-presinext year, according to a dent at BCG, estimates that predicting payment volumes ing the ECB, which had euro is difficult. "For the euro for a Target payment, major systems, there will be to cut its price to 0.80 euro. plenty to share around," said Germany's EAF, the UK's at Citibank and deputy gal or Belgium will find it

order to spread the cost widely. EAF has already cut its prices to an estimated

fied directive. The plan was

dropped when the Commis-

Smaller payment systems Eric Sepkes, a vice-president in countries such as Portuhard to compete on price Most of the costs of pay- with these high volume com-

Indonesian CLEARANCE Orangutans already reduced by Everything must GO! eu arabyer FIND ORANGUTANS safe in the wild and we'll give you your MONEY BACK! Your name & address (PLEASE USE BLOCK CAPITALS) erry, this offer was 't last loss, The independent government is allowing a handful of states companies Yes, I want to support the EIA's vital work and receive an brangular action pack (Tick year choice of annual membershot) Many Orangetage are burnt to death, The rest probably wish they had bee forced into an ever-degreesing strip of hand, they are either implied shows and 225 (family/oversess) 215 (individual) 210 (unmaged/order 15) killed or captured for the pet trade.

ng evidence to put a stop to this outrage. We're prope 2300 C £100 C £40 C £25 C £15 C f | enclose a chequia/PC (payable to EIA) for Places debit my Credit Card for plional action plan to encore the in: knes to arotact Oronastans and the forests.

But we need your help,

After all, if Orambabas are conseletate

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Access C

Popular new models fuel sharp gains cent on the back of booming

By Haig Straonlan, Motor Industry Correspo

The paradox of long waiting new models but chronic overcapacity in general looks set to continue in Europe's new car market. Registration figures for the

first six months of this year show sharp gains for mannfacturers producing the hot-

Renault's European mar- impact of its new A Class ket share climbed to 10.3 per small car.

demand for its Mégane Scénic people carrier. Renault's European sales jumped by lists for the most popular almost 26 per cent last month, year on year, to nearly 121,000. Mercedes-Benz also benefited from the polarisation of demand. Sales rose by more than 22 per cent in the first six months thanks to increased output of its highly popular new sports models and the

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Serbs retaliate as KLA launch bold offensive

By David Buchan in Belgrade

The Kosovo Liberation Army (KLA) launched a bold strategy at the weekend by attempting to take a town centre and by bringing several hundred new fighters over the border from Albania.

However, it provoked a heavy reprisal, according to Yugoslav army and Serb police who claimed to have killed "at least 20" KLA members and captured eight

The KLA has been talking of mounting a "summer offensive", but in taking on police in Orahovac city centre and trying to get reinforcements past army border patrols, it may have overreached itself. Serbian security forces have recently been measured in their response - not least because of the increased presence of watchful for any Serb offensive that could trigger Nato intervention.

But there were signs vesterday of beavier Serb retaliation, with reports that the Serbs were using artillery and mortars against villages and helicopter gunships along the border of Kosovo



international monitors Yugoslav soldlers near Mount Djeravica on the border with Albania

The weekend clashes came (OSCE) ended talks with

leaders. The OSCE is trying as a delegation from the to activate Serb-Albanian Organisation for Security talks under the mediation of and Co-operation in Europe Felipe González, former Spanish prime minister, but Kosovar Albanian leaders in this initiative has been hamgrade for talks with Serb should rejoin the OSCE. ping their weapons.

OSCE ambassadors said their mission was not aimed at breaking this diplomatic deadlock, but at fact-finding. However, the delegation's German leader, Hansjurg Eiff, stressed the urgency of

foreign mediation. The pro-government Politika newspaper published in Belgrade yesterday denounced opposition Serb politicians for their talks in Pristing last week with ethnic Albanian politicians.

Albanians from Orahovac sterday asked a US diplomat to send international observers to their town, the site of street fighting since Friday. Serb police yesterday claimed to have regained control of the town centre. after pushing back an attack on the main police station on Saturday by the KLA who then took up positions in the post office, a health centre and a school.

The Albanian government in Tirana vesterday protested that the Yugoslav army and Serb police had crossed into Albania in pur suit of KLA reinforcements. Serb sources claimed to have ambushed KLA troops coming in from Albania. At least the provincial capital of Prispered by a disagreement 20 had been killed, while tina and moved on to Belover whether Yugoslavia many others had fled drop-

DRUG TRAFFICKING WHITE HOUSE ADVISER IDENTIFIES VULNERABLE AREA OF ATTACK

US targets money laundering

Barry McCaffrey, the US drugs adviser, has targeted money laundering as a vulnerable area offering one of the best ways of fighting international drug trafficking, "the biggest crime showed money laundering gal drugs and a heroin organisation in the history was prominent among sev-

and billions of dollars or crime. A financial enforcemove them around physi- ment centre set up in the US of the same drug." cally," said Mr McCaffrey, five years ago with a staff of turned into transactions, exchanging information with drugs and drug addiction to rather than by doctors.

offshore accounts."

The former US army general, speaking after meeting specialists at the European bon, said intelligence reports eral vulnerable areas for

in Panama, Colombia and Mexico, he said.

No comparative financial value could be established Monitoring Centre for Drugs for illicit drugs, according to and Drug Addiction in Lis- Mr McCaffrey. "America spends \$57bn a year on illeaddict in the US spends \$200 to \$400 a day. But an addict \$5 a day on the same amount

cybercash', credit cards or Interpol and similar centres policy-makers and professionals in the member states, came at the end of a fact-finding visit to five European capitals.

He said European experience could be particularly beneficial to the US in treatment for addicts: From a total of 455,000 heroin addicts in the US, 150,000 'You can't hide billions, attacking international drug in Pakistan spends only \$3 to were attending treatment programmes using methadone as a substitute for her-Mr McCaffrey's meeting at oin at 800 clinics. But many director of the White House 300 and a \$200m computer the Lisbon centre, set up by of these programmes were Office of National Drug Consystem was beginning to the European Union in 1995 not successful because dostrol Policy. They have to be show results and was to provide information on age was controlled by policy

in Crete resort venture

The Greek Orthodox monastery of Toplou has ioined with Lovalward, a UK company which designs tourist resorts, to build a \$825m luxury resort on

Crete. The resort, to be built on a promontory in north-eastern Crete owned by the monastery, would be the biggest foreign investment in Greece for more than a decade. It would include five tourist villages with a total of 7,000 beds, a port and marina, and

three golf courses. Chris Egleton, Loyalward's chairman, said construction would start next year with the aim of completing much of the complex by 2004; the year that Greece stages the Olympic Games. The resort would create more than 3,000 permanent jobs.

The deal marks a significant shift in policy by Greece's Socialist government, which has come under pressure from the European Commission to lift barriers to foreign investment. The Socialists have a record of blocking foreign investment in tourism, citing the risk of damage to Greece's ancient heritage and objections by

Last year, the culture ministry rejected a proposal by the UK's Virgin group to build a \$120m luxury hotel on the island of Hydra.

Loyalward, a private company based in Aberdeen. Scotland, won an international tender in 1993 to develop the site.

Abbot Philotheos of Toplou said a 10 per cent share of the resort's turnover would be used to fund education and training for local residents, environmer tal protection and the revival of traditional occupations. Construction of the resort would be financed through shareholders' equity and bank lending. It would be built by a consortium of Greek contractors, International hotel chains would be offered contracts to operate

Monastery Diplomats deliver judgment on new war crimes court

After weeks of wrangling, doubts still linger over powers of UN institution as US and Israel decide to opt out

By James Blitz in Rome

It is over. After five weeks of intense talks in the summer heat of Rome, the United Nations has achieved the 50vear dream of setting up an International Criminal Court It can also prosecute the to try war crimes, genocide and crimes against humanenlistment

After an often acrimonious conference which saw the US trying to water down the powers of the court - only to end up voting against the creation of the body altogether - world leaders have been bailing the birth of the new institution. The final act setting up the court was approved in the early hours of Saturday morning by 120 states and opposed by seven countries - the US, India.

and Vietnam. Approval of the act means that, within a few years, the UN will have a court in The Hague which can try a wide range of war crimes and whose existence might deter military aggression.

China, Israel, Bahrain, Qatar

However, as weary-looking delegates started to make their way home, debate was starting over whether the new institution had enough power to be effective.

Canada and much of the European Union which have always sought a strong court said the final act had achieved the fundamental goal they were seeking. The court is to have a selfstarting prosecutor who can trigger a case without the approval of any other body.

There had been repeated attempts by the US - which feared the possibility of its soldiers being brought to trial - to make court investigations dependent on preliminary approval from the UN Security Council.

"That would have politicised everything the court did and was fortunately

the court's jurisdiction is US soldier being hauled wider than expected. It will before the court are minute, be allowed, for example, to investigate war crimes committed in internal armed conflicts, including those

younger than 15. Israel, which had campaigned for many years for the establishment of an international criminal court. voted against it on the advice of its attorney general and Benjamin Netanyahu,

the prime minister. It objected to a clause, drawn up by Egypt, which directly or indirectly, by the occupying power of parts of its own civilian population into the territory it occu-

Alan Baker, legal adviser to the Israeli foreign ministry, said the clause was "politically motivated" and referred to Israel's settlement policy.

ut diplomats and looked set to weaken the authority of the court. The most important is the

absence of the US from the list of signatories. The US has a larger number of troops serving overseas than France will be immune from any other country.

been concerned that its personnel could fall victim to politically-motivated cases brought before the court. Knowing that the creation of me that they were very the court has been of little happy to sign the thing," interest to the public at said a senior figure in one home, the US used aggressive diplomacy to try and water down the institution's

Washington's tough stance has surprised its traditional safeguards built into the Editorial comment, Page 13

said Lloyd Axworthy, Cana

dian foreign minister. But these assurances were insufficient for the US which between two rebel factions. battled - and failed - to get a written guarantee that no soldier could ever appear before the court without his country's permission.

> The second concern mainly expressed by human court will not be able to call

"travelling dictators". The court will only be able to prosecute where crimes have been committed either deemed that a war crime the treaty or on the territory included "the transfer, of a signatory, The fear of human rights groups is that many prosecutable crimes against humanity take place within the boundaries of a state that will never ratify the document anyway.

weaken the court is a seven year opt-out clause from the war crimes section of the treaty. The clause was writand get the US and France, buman rights activists said three factors both of whom had reservations about the implications for their military, to sign up at the last minute.

In the end, the opt-out clause was good enough to get French support and means that soldiers from war crimes prosecutions The US military has long until 2006. But the concession was not enough to convince the US.

"Privately, the US diplomats here have been telling western delegation. "But they were unable to overcome the paranoia of the Pentagon. Additional reporting by

Judy Dempsey in Jerusalem

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Contenders in chorus on economy

By Michiyo Nakamoto in Tokyo

Bill Clinton would have been proud of the performance. In public television debates that will be important in determining Japan's next prime minister, all three candidates from the ruling Liberal Democratic party echoed the US president's famous message: that "it's the economy, stupid."

It is a message the US has been drumming into Japan for months, particularly since the Asian currency crisis raised the spectre of a sharp slowdown in the world economy, Ironically, it has cit. taken the departure of Ryutaro Hashimoto as the prime minister initially bailed by western governments as Japan's saviour, to allow the nessage finally to get

Keizo Obuchi, Seiroku Kajiyama and Junichiro Koizumi, who are competing to become president of the LDP - a ticket to becoming prime minister - were absolutely clear over the weekend that their top priority would be to get Japan's

economy back on track. Although the three come from different backgrounds and have different political styles, their remedies for

All are calling for perma-pent tax cuts and fundamental reform of the Japanese tax system which is criticised for being hard on high

They also emphasise the importance of dealing with banks' problem loans through greater disclosure and steps to bring banks' management to account. The three also want a fundamental review of government expenditure and say they will push through adminis-trative and fiscal reform in the long term to fund the government's growing defi-

"The LDP knows what it wants to do and has to do, said John Neuffer, political analyst at Mitsul Marine Research Institute, "So there is no question that whoever ecomes prime minister, there will be major fiscal stimulus, there will be tax cuts and they will deal with the bad loans." The differences between

the three candidates lie more in the detail.

Mr Obuchi, current foreign minister, surprised critics with his clear programme for permanent tax cuts of Y6,000bn (\$43bn) and a supplementary budget worth about Y10.000bn. Among the three candidates, he has



affairs, but he is the only one to announce figures with his proposals.

Mr Obuchi also spelled out proposals to cut the highest income tax rate from 65 per cent to 50 per cent and to reduce corporate taxes cent

In defiance of his reputation as a weak leader. Mr Obuchi also called for strict disclosure by the banks of their problem loans, the need to bring management to account and to deal with the problem loan debacle by Mr Kajiyama, who has

sively about the need to deal with the banks' problem loans, was less explicit than might have been expected. He has taken the most aggressive stance on dealing with the problem. However his calls for tax cuts, tax reforms and small government remain vague. Mr Koizumi, the dark

horse in the contest, has called for bold action on administrative reforms to reduce government expenditure and bring the government's finances back in order.

In order to pay for pro-

Japan's finances under control, Mr Koizumi is proposing to cut central government civil servants by half and slashing the number of parliamentarians over the next 10 years.

the successful candidate will be able actually to implent his proposals. For that, it will be important they have the backing of influen tial members in the LDP. As the leader of the larges faction. Mr Obuchi has the support of the middle ranks

The question is, whether

and influential party elders, notably Noboru Takeshita, a former prime minister.

it could cause disruption to LDP harmony since both face strong opposition from influential groups within the party.

The unprecedented public show of rivalry between the three candidates in this week's race for the LDP leadership could - depending on the outcome - upset a smooth handover from Mr

Hashimoto. "The big question is will the party be able to kiss and make up," Mr Neuffer said. "If not, there will be disarray and that is not good for the economy. That is not good for Japan or the world.

ence. A government official who worked with him at the finance ministry said: "The strength of his message was driven both by its content and by the power of his personality, the association with civil and military regimes, and the domestic as

Netanyahu faces health plans revolt

By Jady Dempsey in Jerusalem

The Israeli government faces a rebellion from one of its coalition partners today over plans by the finance ministry to introduce additional monthly payments for medical services. .

The plans, spearneaded by Yaakov Neeman, finance minister, envisage raising Shk250m (\$95m) from the public to meet part of the ShkI 4bn deficit accumulated by the four health insurance funds. The government will provide Shk450m while the remainder would be met by increased efficiency in hospitals.

But Shas, the ultra-Orthodox party in the coalition, said it would vote against the plan when the Knesset finance committee met today. I don't care if the health minister has already agreed to the proposals. We will block them if we cannot <u>make amendments," said</u> Shlomo Benizri, deputy health minister and a Shas

Shas, which has 10 seats in the Knesset and holds the halance of power in the coalition of Benjamin Netanyahu, prime minister, has decided to take on the government because it believes the less well-off would be hit hardest by the plans. The core of the party's support-ers are blue-collar workers with large families. "They won't be able to meet these new payments," said Mr Benizri. United Torah Judaism, the other ultra-Orthodox party in the coalition. yesterday said it might vote

against the plans as well. Under the plan, members of the health insurance funds would pay a monthly sum, determined by the funds. The maximum would be Shk55 per family. Fur-thermore, families seeking treatment from specialists or out-patient departments would pay a maximum of Shk160 a quarter, although those on very low incomes would be exempt from some

-increase some 30 per cent.

Negotiators aim to break peace talks deadlock

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Senior Israell and Palestinian negotiators met last night in an attempt to break a 16-month deadlock in the Middle East peace talks, Judy Dempsey

The meeting between Yitzhak Mordechai, Israeli defence minister, and Mahmoud Abbas. elso known as Abu Mazan, was the first high-level contact since Merch 1997 when Israel started daiwei, wen a gribliud settlement at Her Home in eest

The agenda focused on a US proposal recommending that Israel hand over 13.1 per cent of West Bank land to the stinians in a combined first and second Israell troop redeployment. Yassir Arafat. president of the Palestinian Authority, has accepted the proposals but israel wants to hand over about 10 per cent, holding the remainder in a special category that would

allow it to retain full security. The atmosphere was marred by a car which blew up near the centre of Jerusalem. Police said it was a car bomb with huge amounts of chemicals. It was the first attempted bombled in the city since last summer wher 26 people were killed in two suicide bomb attacks

The new payments are in addition to health insurance fee paid by employees, which amount to 4.8 per cent of taxable income, or up to a ceiling of \$900 a month, Employers, however, do not contribute to the health funds. Their contribution was scrapped in 1994 to reduce labour costs and compensate employers for cuts in government subsidies for employment.

Mr. Neeman has insisted the new payments are "not a tax but a payment for services" saving that "the health funds are in a bad

Mahbub ul-Haq, Pakistani economist,

By Farhan Bokhari in Islamahad

Mahbub ul-Hag, former Pakistani minister and internationally renowned development economist, died on Thursday in New York at the age of 64. He was buried yesterday in Islamabad.

first annual report of the United Nations Development Programme (UNDP), which measured a country's devel-

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standards rather than just frustration has been that advising the UNDP on its had a fertile and highly cre- her husband's work. But inspiration which subsequently led more than 100 countries around the world to produce their own statistics on human development.

In his native country, he Mr Haq was author of the lived a simple life, but was periodically caught up in controversy over his criticism of failed economic policies. After launching this opment by indicators such year's human development as life expectancy and health report he said: "My greatest

14 & IS October 1998, Landon

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FINANCIAL TIMES

Mr Hage Snoot Chairman of the Board Orange pla

)hr Jung-Uch See Turf Etronom Officer SE Trincom

economic growth. He spoke while it [human developproudly this year of the ment] has been taken seriously by many countries, Pakistan has not taken it seriously."

> were based on years of experience in powerful jobs such as the deputy chairman of the planning commission. planning minister and finance minister. Before returning to Islamabad two vears ago, he spent more

policies towards human ative mind. But because of many doubt if the me development.

most committed leftwing politicians denounced his His remarks on Pakistan decision to serve as minister under the country's last military dictator, conservatives found his ideas, especially his attacks on the landed aristocracy, unpalatable. But even his critics recognised his innovative work. Nusrat Ali Shah, a politician

his bias towards the rural While some of Pakistan's classes, he did not realise that Pakistan's economy is based entirely on rural output cotton, wheat, rice and sugar-cane. It is still early to predict

the future of the "Human Development Center" he established near Islamabad's diplomatic enclave, Khadiia. his wife, also an economist, who co-authored this year's than six years in New York, and landowner, said: "He report, is likely to carry on

would carry the same influ-

well as the international scene it's hard to combine all that again."

CHINESE TELECOMMUNICATIONS STATE-RUN COMPETITOR ALLOWED TO START BUSINESS IN COASTAL CITY OF TIANJIN

Telecoms leader suffers monopoly breach

China's dominant state tance and delay. telecommunications company, China Telecom, suffered the first breach of its nationwide fixed line monopstate-run competitor was allowed to start business in the coastal city of Tiantin.

The decision to grant Unicom, the second state operator, interconnection to China the end of the monopolistic Telecom's network in Tian-

than a year of official resis-

The interconnection to operate networks for means that customers of several years yet, analysts Unicom's relatively meagre 50,000-line network may call oly at the weekend after a within the city or beyond it using lines belonging to China Telecom.

Xinhua, the official Chinese news agency, hailed the situation" in fixed line tele-

But it was unlikely that foreign companies would be granted permission

In spite of a ban on foreign companies operating any form of telecoms service in China, two foreign companies were set to derive revenue indirectly from Uniom's new business.
Sprint, the US telecoms com's new busine

operator, and Sumitomo

Corp of Japan put up ca ted to be allocated a share of "operators". the network's operating revenue, company executives

Signs of competition are RMB805 (\$97) compared to China Telecom's RMB3,706 standard fee. But, according to local television reports,

in Tianjin through a local installation as long as they subsidiary. They were expec- undertook not to use "other

The partial breach of China Telecom's fixed line monopoly was one of the first tangible fruits of the already evident. Unicom was reorganisation of China's offering installation from ministries announced in

> try, the ministry of information industry (MII), is an

amalgamation of the for to roll out Unicom's petwork . affering clients a discount on merty rival ministries of posts and telecommunications (MPT), electronic industry (MEI), and parts of the ministry of radio, film and television.

The merger reduced competition between the MPT, which was China Telecom's parent organisation, and the MEI one of Unicom's main shareholders, analysts said. The MII controls both com-

CONTRACTS & TENDERS



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DEVELOPMENT OF NEW COMMERCIAL PORT IN THE BAY OF MEJILLONES, CHILE

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interest investors/port operator companies are invited t write to CPM's offices at the address below for the invitation to Prequalify and the Information Memorandum It is expected that instructions to Bidders will be available it

> Complejo Portuario Mejillones S.A. Nueva York 9, piso 18 Santiago, Chile Tel: (56-2) 690-3850 Pax: (56-2) 690-3851

E-mail: cpmsa@stgo.codeleo.cl

Zhu Rongji turns from trailblazer into firefighter

The Chinese premier's mission to reform state enterprises has fallen prey to short-term problems, writes James Kynge

hen Zhu Rongji but supper the cont.

Another fire in need of pledged to blaze his trail no matter if "a minefield or an dousing is the rampaut abyes" lay ahead.

But just five months on, enterprises and indebted state banks is being eclipsed by the need to deal with multiple eruptions of more immediate problems. The government has

become a fire brigade," says one Chinese commentator. A ministry official puts it differently: "Mr Zhu knows that in China you cannot sacrifice short-term stability for long-term goals." Threats to stability have come mainly from balloon-

ing unemployment and the stress that slowing economic growth is imposing on hundreds of ill-regulated, nonbank financial institutions enterprise reform - which in in many regions. China announced last week that gross domestic product growth had slowed to 7 per cent in the first half loans. Statistics show the moving with relative speed of 1998, throwing into doubt

the 8 per cent growth target

which is Mr Zhu's central

hen Zhu Rongji but slipped back in the first

Another fire in need of smuggling of imports which, his mission to reform Chi-na's creaking state-owned partly by people in the Communist party and the People's Liberation Army.

Evidence of a slowdown in the reforms to more than 300,000 state-owned companies came in a decree earlier this month which banned the "random" sale of small state enterprises.

Officials say the restructuring of large and mediumsized corporations has also been delayed, mainly because of concern that the faltering economy was fail-ing to create enough jobs for ranks of restive laid-off workers.

effect means slower privatisation - will prolong industrial inefficiency and the wasteful allocation of bank plicated. Authorities are private sector has become the main engine of growth; whereas sales by the state policy promise for this year. sector fell 5.3 per cent to riddled with bad debts.

companies climbed 15 per ing island of Haman, off the cent to RMB504m against south-west coast, represents the same period a year ago. an exitence example of what The postponement of reforms may also hamper China's ability to open its institutions - of which there markets to foreign competition, and therefore compromise its negotiations to enter the World Trade Organisation (WTO).

can't see much hope for WTO entry this century taken over by the Hsinan unless the US and Europe Economists say delayed are willing to concede." While it is clear that enter-

prise return has slowed, the bad debts it inherited from situation on financial the co-operatives or gener-restructuring is more com- afed itself. to rationalise a non-bank Hainan, such as internafinancial sector which, in tional trust and investment some parts of the country, is companies (FFICE), are also

can happen when regulation among grassroots financial are hundreds, perhaps thousands, across China – breaks down.

About 30 local credit co-op-

eratives which offered ille-A trade official says: "I gally high deposit rates were closed earlier this year and Development Bank (HDB). The HDB then collapsed last month under the weight of Several other non-bank

financial institutions in Last year, gross domestic RMB301hn (336hn) in the A financial meltdown in the island say. The same product climbed 8.8 per cent first half, those from private progress on the buccaneer of a local reef estate buildie.

unimpressive returns on which has been hit partly by infrastructure investments job insecurity as emergeless and the slowing of the broader economy is at the root of their problems, the bankers add.

"Zhu Rongji needs to keep the economy at around 8 per cent just to to stop all of the financial problems coming into the open," says Jiang Jian, investment manager at Pudao Investment fund in

But 8 per cent may prove elusive. Economists say there are no ready solutions to perhaps the most pressing m: dagging consumer sending in a rural economy of 900m people who buy 40 per cent of consumer sales. Spending is being depressed by declining farm wages and plunging produce prices in deep trouble, bankers on which derive from an agri-

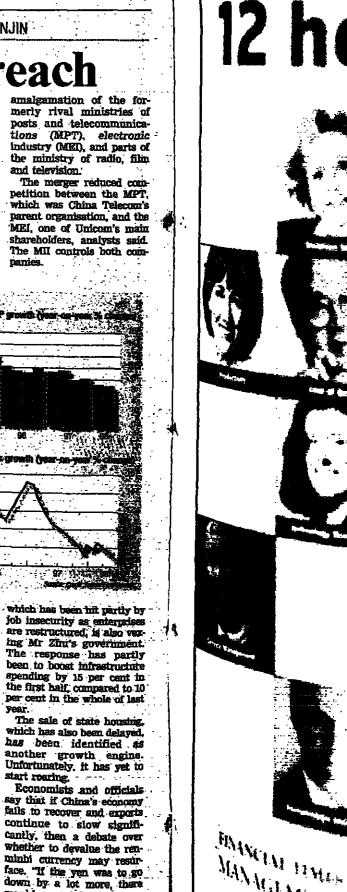
ing Mr Zhu's government. The response has partly been to boost infrastructure spending by 15 per cent in the first half, compared to 10 per cent in the whole of last The sale of state housing, which has also been delayed,

another growth engine.

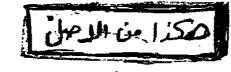
Unfortunately, it has yet to

start roaring -Economists and officials say that if China's economy fails to recover and exports continue to slow significantly, then a debate over whether to devalue the renminbi currency may resurface. "If the yen was to go down by a lot more, there would certainly be more pressure for devaluation,"

cultural glot Urban consumer



MARTINA



WHEAT PURCHASE FOR NEEDY COUNTRIES

Clinton aims

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President Bill Clinton has ordered a government purchase of 80m bushels of US wheat for distribution to needy countries and to raise farm prices ahead of con- Pakistan for nuclear testing. gressional elections in the ລາການກາ The agriculture depart-

ment estimates that the \$250m purchase will raise prices by 13 cents a bushel. The acquisition may be followed by procurement for other surplus commodities, according to Dan Glickman, the agriculture secretary. Five countries have been targeted for the wheat sun-

When there is an election for the House of

Representatives. the farm lobby wields its clout

plies: North Korea, Indonesia, Sudan, Eritrea and

Of all the uncertainties in prices, crop conditions, market demand - there is one constant. Every even numbered year, when there is an election for the House of Representatives, the farm lobby wields its clout.

This year is no exception. shot at recapturing a majority in the House, but they need to gain only 11 seats to lican seats in the Northern bankruptcies also in Texas, short-lived upward spike.

to push up farm prices By Nancy Dunne in Washi and Nikki Tait in Chicago Washington, Idaho and Oregon. This has pushed farm

policy to the top of the agenda of both Republicans and Democrats. Congress this week voted to exempt farm sales from US sanctions imposed on India and This resulted in an immediate 300,000 tonne procure ment by Pakistan.

In his weekly radio address on Saturday, Mr Clinton urged Congress to reverse the 1996 farm bill, which phased out production subsidies, and to boost US markets by paying US "dues" to the International Monetary Fund.

Republicans are resisting a return to higher subsidies but have offered a bill which would allow farmers to collect the payments which they still get in October - a month before the elections.

The administration's move to buy 80m bushels of wheat comes amid widespread expectations that 1998 will be a tougher year for the US agricultural economy. Most grain-farmers have seen prices dip because of strong global production, and also some weakening of demand in the face of Asia's problems. Farm cash income in the US is already forecast to US farming - the weather, drop by about 7 per cent from 1997's record \$56bn, and there are suggestions that this could be an under

More generally, the US Department of Agriculture is forecasting another record soyabean crop, while maize Democrats have only a long production will probably be close to its 1994-95 peak. Overall, the "all crop" price index was down by about 11 do it. There are four Repub- per cent year on year in June. September wheat Plains states - North and futures, meanwhile, closed South Dakota, Minnesota at just under \$2.74 on Friday and Montana - where dis- at the Chicago Board of ease and bad weather have Trade - less than half the taken a toll. There have been levels reached during 1996's

estimation.

Final pieces of US economy puzzle set to fall into place

clues on economic prospects, reports Gerard Baker

economy at the half-way point of 1998.

Tomorrow and Wednesday, all eyes will be on Alan pects for monetary policy.

pieces of the puzzle of what has been happening to the economy so far this year will fall into place with the publication of the gross domestic product figures for the sec-

will emerge, both from Mr Greenspan's testimony and from the economic data, will be that the US economy, which has been breaking speed records for the last two years, suddenly ground to a halt this spring.

In the first three months of 1998. GDP expanded at an annual rate of 5.4 per cent, a little faster than, but generally in line with, the remarkably robust performance since 1996. But the signs are that in the three months to June, output, at best, slowed

ver the next two weeks, to a crawl, increasing at an depressed domestic production in the financial markets will annual rate of perhaps 0.1 tion - perhaps knocking as start to get a clearer per cent. Many economists much as 2.5 percentage picture of the state of the US believe that the economy points off GDP growth. may have contracted slightly in the three months to June, which would make it the

first quarter of negative growth since the recession of shock to a nation used to enjoying the idea that economic conditions have never been better. And it would strengthen the hand of those economists who have argued the Fed does not need to raise interest rates any time

soon since the economy is

slowing of its own accord. It

would embolden those call-

ing on Mr Greenspan to cut rates But has the stuffing really been knocked out of the US in the space of three months?

To some economists, the weakness of the US in the second quarter is firm proof the Asian crisis has now hit the heartland hard. With matters in Asia likely to get worse before they get better, they say, US prospects also look bleak.

It is true that a big year, and stripping out the ncrease in imports and effect of the GM strike – a increase in imports and weakness in exports

But two other factors played significant roles in the second quarter crunch:

 Destocking. Companies had built up huge inventories in the first quarter of The news may come as a the year, as they produced more than consumers could buy. In the second quarter came the payback. Inventory growth was sharply slower than in the first quarter and overall, economists estimate, trimmed a full 3 percentage points of GDP growth. ■ The General Motors

strike. Industrial action hammered factory output. In June alone, industrial production fell by 0.6 per cent. Overall the strike will have taken probably about 1 percentage point off GDP growth.

The largely unintended inventory build-up in the first quarter means that, in effect the economy "borrowed" some production in from the second quarter. Smoothing out the growth over the first half of the

temporary restraining factor

an economy growing in the first half of 1998 at an annual rate of about 2.5-3 per That suggests that, so far

Greenspar: Asian effect has slowed pace of economy

- gives an overall picture of underpinned domestic

growth in tight labour mar-

kets, surging stock market

prices, stable consumer

prices and low interest rates

But equally, the threat

from the external sector

remains as strong as ever

Since trade usually responds

to economic developments

on a reasonably long time

lag - six to nine months on

average, the probability is

that Asia and its ramifica-

tions will continue to take

The result will probably be

several more months of the

recent benign but highly

unstable combination of a

roaring market at home and

collapsing markets overseas.

The worrying part for Mr

Greenspan and others is: it

would take only a slight

change on either side of the

equation to knock the

mighty US economy off

large chunks out of domestic

output growth.

are still in place.

at least, the sanguine assessments of many policymakers, including the Fed's economists, at the start of the year may turn out to be right. The Asian effect has slowed the economy from an unsustainable rate at the end of last year - over 4 per cent - to a more moderate pace, only just above traditional estimates of the potential rate.

But can this benign state continue? In the first half of the year, domestic demand grew at a frenetic 5 per cent annual rate. The hit from the trade account proved the first part of the year enough to ensure a more moderate pace of overall growth. But will this balanced contest now be decisively resolved one way or the other?

The conditions that have



in San Francisco

State prosecutors have narrowed their antitrust charges against Microsoft, dropping claims that the software industry leader forced PC manufacturers to choose its office applications programmes over those of competitors.

The states' lawsuit, which has already been combined with Justice Department charges against Microsoft is scheduled to go to trial in September.

As originally drafted in May, the case filed by 20 states and the District of Columbia included issues not addressed in the Justice Department lawsuit. Late on Friday, the state prosecutors dropped claims relating to Microsoft's "Office" suite of programmes which includes word processing, spreadsheet and other applications.

The revised complaint also left out charges that Microsoft was tying sales of its e-mail program, "Outlook Express", to the Windows operating system, in alleged violation of antitrust laws. Dennis Vacco, attorney

general for the state of New York and one of the lead prosecutors, said the complaint against Microsoft had been "tightened" to enable the states to devote their full resources to the trial.

In both the states' and Justice Department's comolaints, Microsoft is alleged to have used anticompetitive tactics and forced PC manufacturers to install the company's web browser programme on their machines as a condition of licensing Microsoft Windows, the most widely used PC operating system software, Microsoft said it was

pleased the states had withdrawn "groundless allegations". The move came on the heels of an appeals court victory, which overturned an order forcing Microsoft to offer a version of Windows with the web browser programme effectively removed.

Fresh GDP data and Greenspan's testimony should give some

Greenspan, chairman of the Federal Reserve, as he gives his semi-annual Humphrey-Hawkins testimony on economic conditions and pros-And next week, the final

ond quarter. The clear message that

Utilities suffer setback in California

By Christopher Parkes in Los Angeles

A consumer campaign to

nullify key provisions of Cal-

ifornia's electricity deregu-

lation law was given a lift

lot due in early November.

tional. PG&E and San Diego Gas & Electric are expected to become embroiled in a

last week when a court backers as the election rejected a blocking lawsuit approaches. backed by the state's biggest If the initiative is utilities. approved, it could severely Power companies, in a disrupt other states' utility coalition with other industry deregulation plans, most of groups, had asked the Califwhich are based on the Caliornia Supreme Court to fornian pattern, and cost strike the reform proposals power companies billions of

dollars in write-offs. in Proposition 9 from a bal-

iaries of Edison Interna- about \$3bn, while Edison deregulation process. claimed it would have to write down \$1.9bn. The proposition, drawn up costly advertising battle

by consumer groups based in against the proposition's San Francisco and Los Angeles, would scrap surcharges on electricity bills earmarked to reimburse the so-called "stranded" investments tied up in the utilities' nuclear plants and other meconomic facilities. It would also impose an

across the board reduction of 20 per cent in electricity to the in early November. PG&E, the state's biggest charges in place of the 10 per ity Taxes, one of the groups 500,000 signatures necess if other legal remedies fail, utility, said last week that a cent cut, which took effect backing the campaign, for the November ballot.

utilities including subsid- "yes" vote would cost it last January as part of the claimed the court decision

the recovery of stranded costs to be included in the state legislation, which was approved in 1996 and enacted after delays at the end of March. Out of state power retail-

ers trying to break into the \$20bn a year Californian market have also objected to this concession, complaining it gives established players an unfair advantage.

Californians Against Util-

"validated" Proposition 9 "as Utilities lobbied hard for exactly the type of citizen revolt the founders of the initiative process intended." It has denounced the

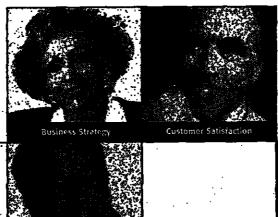
stranded costs recovery charge, estimated at \$28bn over four years, as a hidden tax to recoup the utilities' past bad investments and mismanagement.

Although the consumer campaign is poorly funded and depends heavily on volunteers, it had little difficulty collecting more than ity Taxes, one of the groups 500,000 signatures necessary

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Ex stock exchange staff

face insider trading probe

The Department of Trade and Industry is investigating allege

insider trading involving two former staff at the London Stock

Exchange. Exchange procedures are the subject of the probe,

as well as the actions of the men, who could face prosecu-

tion. The men, who the exchange said were junior clerks in

the company announcements departments, were sacked for gross misconduct nine months ago. The exchange believed

one man passed on inside information to a relative while the

to the DTI because of its status as a market regulator. The

Rationalisation cuts 200 jobs

The Bank of England is set to lose more than 200 jobs over

the next two years following establishment of the Financial

Services Authority, the new super-regulator for the City of London, which has taken over banking supervision and sorveillance. About half the existing 380-strong security and premises jobs will be cut as the Bank rationalises its five dif-

ferent buildings into one. Staff numbers at the Bank have

fallen steadily since a peak of 7,500 in the 1970s. They stood at 3,431 in May, having fallen by 350 in the previous year because of rationalisation. Jane Martinson

Rebels' law suit could collapse

yesterday to reports that legal action being taken against it by

Lloyd's of London, the insurance market, reacted cautiously

rebel Names - individuals whose assets traditionally under-

write the market - could collapse. A Lloyd's official said he was aware of an appearant failure by the rebels to meet a court order to provide identities of their financial backets in

their fraud case against the market. He said Lloyds would

refrain from comment until it was fully informed on whether

the rebels had produced the names by last week's deadline.

Lloyds is demanding 2,000 Names pay about £130m towards the market rescue plan. The Names suing Lloyds allege the

market falled to inform them adequately about potential liabili-

Child labour laws 'outdated'

The government is failing to protect children at work because

tegislation on child employment is bureaucretic and outdated, according to a study published today by Save the Children and the Child Poverty Action Group. This study says work can be positive for children, but protection is made difficult by

regulations that fail to give a true picture of the nature of child

ties on asbestosis policies. Haig Simonian .

EMPLOYMENT

other falled to tell the authorities of the tracking.

DTI refused to comment. Jane Martinson

BANK OF ENGLAND

LLOYD'S OF LONDON

SHARE DEALING

ECONOMY CHANCELLOR OF THE EXCHEQUER REJECTS DEMAND FOR PUBLIC SPENDING TO HEAD OFF RECESSION

Minister rebuffs union jobs call

By Liam Halligan, Andraw Bolger and Simon Kuper

Gordon Brown, the chancellor of the exchequer. last night gave "short shrift" to trade union calls for public spending increases to create jobs and head off reces-

Mr Brown, who today meets John Monks, general secretary of the Trades Union Congress, also underlined his intention to keep a tight grip on public sector pay following the £40bn (\$66bn) health and education spending increase announced last week.

"Some say we should relax our discipline and some even call for more money to be injected into the economy this year by additional public spending - this would not be responsible economics." he told a meeting of Labour activists in London.

Union leaders will this morning present Mr Brown with a document calling for a £3bn spending programme to promote employment, suegesting the chancellor's fiscal tightening risked sending the economy into "outright recession". But a Treasury source said: "Union requests to pump money into the economy have received short shrift - this is a New Labour government not an old

In an indication of discon-



has 725,000 members, indicated it would withdraw £1m links. in party donations. "Our patience has snapped," the

union said. "This is just the beginning, and we expect many other TUC members to follow our example to empty Labour's coffers." An AEEU official said the able for public services

union was "pleased" to give

severing of Labour's union sive spending review would

Amid union leaders' concerns that public sector pay increases - pegged at ciency and standards", he between 2.5 and 3 per cent a said. year - are only half those in the private sector. Mr Brown insisted new money availwould come with strings

Mr Brown's call for "continued fiscal tightening" followed a warning of economic slowdown from Adair Turner, director-general of

only be made available "in return for results in meeting

targets for improved effi-

overall beginning to slow at a quite rapid pace," Mr Turner told GMTV's Sunday programme, indicating that exports and manufacturing cantly" in recent months.

had "deteriorated signifi-But the CBI was "cautiously optimistic" that the economy would not move into recession, with Mr Amalgamated Engineering time when senior party figand Electrical Union, which ures continued to press for a in last week's comprehen
the Confederation of British

Turner saying "a dramatic lindustry, the employers" rise" in joblessness was body. "The economy is now unlikely.

between companies.

The travel industry and consumer groups attacked the plans, saying they were unacceptable. Keith Betton of the Association of British Travel Agents, said: "We would accept without ques-tion insurers might want-to exclude liability for things

or suffer personal injury, isruption or delays becau that insurers are to begin writing into travel policies. The latest steps by the insurance industry, which has already moved to limit ruption to businesses by the "millennium bomb", have

rather than four. As a result many machines will be unable to distinguish between 1900 and 2000, with potentially disastrous conse

millennium problem. Gary Andrews, general manager of Travellers' Insurance Association the group's travel arm, has been leading industry efforts to errive at a common stance. He said that many insurers would act to limit coverage.

Insurers could also

year. Spending in the first

Travel

Insurance claims travellers who are killed of the 'millennium bomb' its exposure to possible dis-

writer is to exclude claims suffer personal injury or die from accidents related to the

exclude travellers' claims made because of delayed flights and lost baggage. But they are likely to meet pay-outs for medical expenses

like delays, but not for per-

insurers to exclude millennium bomb

By Christopher Adams Insurance Corresponde

The exchange said yesterday the sums involved were less than \$10,000 (\$16,500) but it had decided to refer the matter

provoked protests from the travel sector.
The "millenmann bomb" is a legacy from the early days of computing, when years were stored as two digits

CGU, the UK's biggest composite insurance group and a large travel undermade for policyholders who

This action would vary

Costs leave fund managers 'open to losses' the annual survey, with on funds under manage- the rate of inflation. fear that people will ment Mr Wright argues that A significant part of leave if their wage is cut," costs should not rise in line the increase was salaries he said. The cost of preparing computer systems to deal with revenues because of the with a compound annual

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estment Correspondent

Higher wage bills and technology costs could make one in five fund would record losses if stock managers vulnerable to markets fell an average 10 a market downturn, accord- per cent. ing to a survey of the indus-

the accounting firm, says nies in the UK have failed to follow other industries by improving productivity. Profits at the 33 firms in as fees are generally based

assets of £720bn (\$1,188bn). failed to match revenue growth. PWC estimates that one in five fund managers

Graham Wright, a partner at the firm, said: "There is PriceWaterhouseCoopers, real complacency. They feel that they don't need to confund management compa- trol costs because they are

still making money." Fund manager revenues climb with the stock market

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odne: 0171-547-1701 Landor: 0171-547-1701 Germany: 0130-818100 Switzerland: 08 00 55 83 38 scale economies of fund growth rate of 15.5 per cent. management. "It should not This was due to additional cost much more to manage staffing as well as higher £25bn than it does to manage salaries. £20bn," he said.

1997 costs could become "unsustainable". Over the last five years PWC estimates that costs in the industry have risen by a and salaries are flexible compound annual rate of costs but they are 8 per cent, almost twice not because of the

GNI

Mr Wright rejects the The report suggests that argument that wage costs have become more flexible with the introduction of performance-related fees. "People say that bonuses

\$\$ (BOP)

with the year 2000 and the single currency has helped increase technology expenditure by 83 per cent in the

six months of this year is up 45 per cent. Increased marketing costs were also blamed for the impact on profitability with companies spending more on

Road charges will fund transport plans

By Charles Batchelor

and Liam Halligan John Prescott, the deputy prime minister, has won the backing of Gordon Brown, the chancellor, to fund transport improvements with money raised from road and parking charges expected to be announced in the govern- an average of £150 for each

ment's transport white paper Mr Brown has agreed to accept high hypothecation the ring-fencing of revenues for spending in the sector cent were converted to other where they were generated -Mr Prescott said in a television interview yesterday. He added: "The Treasury has assured me that any money which we raise from these

channelled directly to transport policies." This will be the first time that funds have been set aside in this way on such a scale. The new charges will begin to provide funds from 2000-2001. They are expected to raise about £1bn (\$1.65bn) year from 2005-2006.

However, Mr Prescott will not be able to use any taxes, such as recent are expected to go to encourincreases in fixel duty.

expected to include a charge on businesses that provide off-street workplace parking spaces, although an earlier proposal to include supermarkets and out-of-town shopping centres has been

dropped. A total of 6m employees would be affected by this measure which could raise parking space when it is introduced. A charge of £500 on the 600,000 parking spaces in London would raise about \$200m a year even if 30 per

The white paper is also expected to include proposals for legislation allowing local authorities to impose congestion charges on new incomes will now be motorists driving into city centres. It will contain proposals for traffic safety improvement near schools to persuade more parents to allow their children to walk

or cycle to school. There will be proposals for a strategic rail authority intended to allow better planning of rail improvements. Regulation of railway companies will be streammoney raised by existing lined while additional funds age more freight to be Today's white paper is moved by rail and water.

employment and the extent of Hegal work. Shells Jones INDEPENDENT BROADCASTERS

Regulation may be eased

The government will indicate this week it wants to relax regulation of the ITV network and could eventually remove the requirement for it to show specific types of output, such as religious and children's programmes. Chris Smith, the culture secretary, is to suggest tomorrow that strict programming requirements on ITV are becoming anomalous as cable and satellite networks launch digital services that can carry many competing channels. John Gapper and Cathy Newman

DIGITAL TELEVISION

Terrestrials 'to win most viewers'

Terrestrial television groups will beat the cable operators and British Sky Broadcasting, the satellite company, in the battle for subscribers to digital services, according to research published this week: By 2003, 2.8m UK homes will pay for digital terrestrial TV, the report from Continental Research, the media research company, says. Digital cable will be second, adding 2.6m digital subscribers to its 1.9m analogue customers by 2003, the report says: It predicts by 2003 only 2m households will take digital TV via a dish. Cathy Newman

RETAILING

Stores move on Euro court ban

The UK's leading supermarket groups are understood to be meeting Nigel Griffiths, competition and consumer affairs minister, following a European court ban on the sale of cut-price designer goods. The ruling bans retailers from buying products outside the European Union for resale in Europe unless the brand owner approves. Peggy Hollinger -

RECESSION

Fewer job losses expected

Most UK companies believe the next recession will be shellower, with fewer job losses than in the recession of the early 1990s, according to Office Angels, the recruitment consultancy, its survey of 100 blue-chip companies found 87 per cent of employers said business confidence had fallen and a recession was imminent. Andrew Boloer

DEVOLUTION HIGH NET-WORTH PEOPLE 'MUST BE ATTRACTED'

Call for cut in Scots' tax rates

By Andrew Parker, Political Correspondent

tax should be abolished in Scotland, along with inheritance tax and capital gains tax, as part of the devolution settlement, according to a report published today.

Bill Jamieson, a Scots born land for the country to prosper in the global economy. He argues in a pamphlet published by the Centre for Policy Studies, the rightwing think-tank: "Scotland high net-worth individuals, parliament.

encourage wealth accumulation by them, encourage an influx of private capital and light a beacon for the world for freedom, liberty and individual and family prosper-

Under the government's devolution plans, the Scot-tish parliament will only have the power to raise or economist, says facome tax lower the standard rate of needs to be lower in Scot income tax by three pense in income tax by three pense in the pound.

The CPS report attacks the economic policies of the which has overtaken Labour in opinion polls in the battle needs to attract and retain for control of the Edinburgh

Treasury. The party claims This is a dangerous illuthat between 1979 and 1995 sion". Scotland made a net contri-The government is also button to the Treasury of establishing a Welsh assem-£27bn (\$45bn). The CPS bly, and there may be report points out there may directly elected assemblies.

feeds the sense that the has to offer."

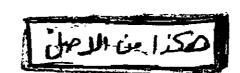
tion of previous levels

The SNP bases its case for union does not matter and independence on North sea its unravelling a matter of oil revenues provided to the no practical consequence.

be no legal case supporting a in the English regions in the claim to the oil revenues and next parliament. The CPS the receipts are now a frac report says: In the British constitution a new variable The report says English geometry is opening up. It is "indifference" to the Scottish one that should be able to question is "profoundly cor- allow for a more localised Scottish National party, rosive to the interests of the and decentralised adminisunion. English complacency tration while enjoying the legitimises the ambitions of economies of scale in extersome Scots to break away; it nal relations that a union







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There's no such thing as the paperless office.

FINANCIAL TIMES

No FT, no comment.

INSIDE @ TRACK

INTERVIEW LOTHAR SPATH, HEAD OF JENOPTIK

Heroic journey of the political maverick

The former politician who turned an ailing industrial combine into one of the few success stories to come out of eastern Germany explains the transformation to Frederick Stüdemann

ards the glistening high rise is nothwho call it the Empire Spath Building, the office block in Jena, eastern Germany, is one of the symbols of their town's gradual recovery

a rhyming reference to Lothar Spath, a former poli-tician and now the head of Jenoptik, once part of a seven years ago when he

seven years ago and confusion in Jena with a hyperactive restructuring programme, which included large-scale property redevel- route of many other westernoptik into one of the few success stories to come out of estern Germany Last month, Jenoptik, a

technology and services group, listed on the Frankfurt stock exchange in a heavily over-subscribed initial public offering. This brought in DM800m (\$442m) for the company's shareholders, the state of Thuringia and a collection of western banks. It also introduced thousands of east Germans to equity investing for the first time.

Jenoptik is forecasting sales of DM3bn and profits of DM60m this year. Its transformation from a sprawling conglomerate dependent on business in the former communist bloc to a high-tech provider of "clean buildings for computer component manufacturers, lasers, and telecommunications equip-

international In the process Mr Spath, 60,000 people worked at Carl 60, has emerged as something of a local hero in the east and an instructive

mayerick for the west. In personal terms, this was product portfolio. almost as much of a turnat Jenoptik. Once a heavyweight within the governing Christian Democratic Union challenge to Chancellor Helmut Kohl, Mr Späth's career could have come to an end resigned as premier of Baden-Württemberg, one of the bigger and richer western states, over a scan-

hospitality Instead, he followed the unification period sought to revive failed or flagging 1991, Mr Spath was hired by the Thuringian governm was being hived off from the Carl Zeiss Jena combine.

dal concerning the accep-

The Treuhand, the federal isation in the east, initially held out little hope for Jenoptik, Much of its product portfolio was aimed at markets in the eastern bloc that had disappeared or, in the case of defence technology, were now off limits to a

"When I arrived here I found a company with many different talents and products, but none of them were marketable," Mr Späth At the same time, he was

under pressure from the Thuringian government to preserve as many jobs as possible in the Jena region clear. Jenoptik would be a technology company with

bine job creation through property development with

"If I had been at a western conglomerate I would have gone in for radical focusing - that's the conventional creed. But our success is that we did everything differently from In the east, he says, there

are two types of company: When I arrived

tance of too much corporate here I found a company with many different talents and products, but none of them

were marketable'

those that were bought by westerners who created a stripped-down "extended conveyor belt" of their operations back home and those that remained eastern and in their existing markets Rather than shrink or stay

put, Jenoptik diversified stwards in a bid to find a new identity for itself. The means to do this came from the Treuhand and the Thuringian government. which together gave the company DM3.6bn for its restructuring programme.

The overall direction wa

value chain with innovative would help keep workers employed and create a better small and medium-sized business in Jena through new business parks, shop-

of this can be found in Mr Spath's home state of Badenorientated Mittelstand The Swabians are curious about new technology and have shown they can realise ideas through hard work,"

Spath turned for his first nportant step towards redefining Jenoptik. Using his tions. Mr Späth was able to identify and later acquire an ideal acquisition candidate: Meissner und Wurst, a Stuttgart-based builder of computer chip plants. The purchase not only gave Jenoptik a new es, but also brought the company established sales and distribution channels in new markets, such as Asia. A similar move was engineered with the purchase of Krone, a Berlinbased -telecommunications

Today, Jenoptik has four main business areas. Melssner und Wurst is part of the "clean systems" division which provides the technological infrastructure for dust-free manufacturing plants: the telecoms division is led by Krone; lasers and engineering are optical

Most of them are run by

three-year-olds and most,

ouite understandably, want

to balance that by selecting

If the company is sure that

over 50 or about 30, it should

a much older person to be

it wants someone of, say,

be perfectly open about it.

Transparency is considered

a virtue in most aspects of

business. There is no reason

why this one should be any

Imagine you owned the most

valuable retall brand name

in the world. One that was

recognised for its glamour,

chairman.

different

more than 8,000 people, of which 1,800 are in Thuringia. Given the strong sense of regional pride surrounding Jenoptik, it is perhaps ironic that the bulk of Jenoptik's activities are now outside

to the new jobs created in dence of Jenoptik's success in folfilling its early remit as an engine of regional devel-

Besides, he argues, the ward-looking approach. He save the east has a lot more to offer the rest of Germany

The collapse of commuties, many of which have process of unification which, he claims, imposed a creaking, outdated western sys-

tem on to the east. Späth's latest book. In its general tenor, the volume follows a well-worn track in ing. It frets about the state of the nation and calls for as well as a swifter move to a service economy able to face up to the demands of

It is a subject that Ma is inevitable, never tires of addressing, whether on a television programme he presents or on visits abroad. Does all this point to a return to politics? "No," he

statements and facts. In policounter emotional criticism with emotional answers."

Essential guide to Lothar Späth

Five books in six years would be a tall order for most professional writers; for the head of a large company undergoing fundamental restructuring and planning a stock market

listing, such outpourings seem an impossibility. Perhaps Lother Spath's co-authors did more than their fair share, but many Germans would also detect a trace of the culture of hard work that is rooted in the character of Swabia, a

region within Baden-Wurttemberg. As premier of Baden-Württemberg from 1978 to 1991, Mr Spath was often taken as the personlification of Swabian values: diligence and thrift combined with a lack of pretence and a willingness to try out the new. His origins are relatively humble. After training as a civil servant Mr Spath worked in local government finance from 1960-70. From 1968 until his resignation as premier in 1991 he was a member of the state parliament sitting for the Christian Democratic Union. In 1970 he switched to the private sector, working at several companies in the construction sector. After a short period as Baden-Württemberg in 1978, later emerging as one of the CDU's powerful regional barons and a ringleader in a bid to topple Helmut Kohl as

party leader. Married with two children, Mr Spath's latest book, co-written with Herbert Henzler, head of management consultants McKinsey in Germany, is The Second Change: How Germany will make it.

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LUCY KELLAWAY

If you are good enougn, you're young enough

Age discrimination in job adverts is widely criticised. But in some | cases it is better to be honest about the person you want

Railtrack, Head of government affairs – Age

30+. - Unilever. There are two acceptable views on UK job advertisements like these. One says they are outrageous and there should be a law against them. The other says they are outrageous but a voluntary

code of conduct would be a

better way of stopping them. The first view is taken by the anti-ageism lobby in the UK and, now, by many human resource directors (which is odd, as one might have thought they were the culprits). The second line is taken by the government the Confederation of British Industry and other people one should take seriously. There is, in fact, a third option, but I hesitate to mention it in a family

newspaper. It is to say that ments that specify how old the candidate should be are not always such a bad thing. Let me

It goes without saying that it is a waste if older people jobs are all going to younger people. It is also a pity if employers are too rigid in their ideas of what people of different ages are capable of Just consider Octav Botnar, the Nissan UK chief, who died the other day. He did not even get going until he was 50. (On second thoughts given the pickle he got into with his tax returns, perhap he is not such a good

mean less energetic, or less flexible. Every time a company thinks it has an age range in mind for a particular job. it should think again, is Railtrack sure that the perfect manager is not 48, or 38 come to

The reason companies should ask the question is Older does not necessarily

mean less energetic or less flexible

not for any moral reason but out of self-interest. It is hard enough to get good people anyway, and to limit the choice arbitrarily is not a good way of filling lobs. But not all age limits are bitrary. There are plenty of cases where it does seem reasonable for an employer to prefer people of one age to another. If Unilever wants someone older than 30 to run

its pedigree, its exclusiveness. Would you take that name and use it in the unglamorous, rough-andtough sohere of off-share oil exploration? It goes without saying that you would not be Yet last week the FT reported that Mohan Fayed had done just that and now Harrods Energy its government relations, that seems sensible enough (Thailand) boasts an offsh licence and four people Likewise consider all those scratching their he



wondering where best to look for the black stuff. I've heard of brand extention but this is ridiculous.

It is particularly strange to use the Harrods name when there was a better alternative. Why didn't Mr Faved take his own name – which already has oleaginous overtones - and call the company Fayed Energy? I can only ass that clever old Mr Fayed is planning to package the stuff in smart green and gold barrels and sell it at well in excess of \$30 a go.

We are told so often that business is global that it is easy to be fulled into believing it. But, last week, I was joited back into the real world by a story on one of the dreariest subje around: international corporate governance. At first glance the story looked outstandingly dull: representatives from all round the world had got

and agreed . . . nothing whatsoever. On closer inspection the extent of the disagreement turned out to be revealing. So far apart were the different parties that even the bland statement that Companies should endeavour to outperform their global peers over the long term" proved too hot to

together in San Francisco

International corporate overnance might sound just the thing but the world is not ready for it. Just remember all the argy-bargy nvolved in drawing up the UK's Cadbury Code and consider further where that report got us. The next time these good people feel the urge to get together in San Francisco maybe they should cut the discussion, go to Fisherman's Wharf, eat a few clams on the half shell and admire the view.

cample after all.) More seriously, now that the career ladders have gone and many people are out of work long before retirement age, career paths tend to move sideways or even downwards. Older no longer means more senior and neither does it necessarily

SIEMENS

BOW

MONDAY R.

MANAGEMENT VIOLENCE AT WORK

Eight hours of threats, bullying and assault

Andrew Bolger examines the various forms of physical and psychological abuse some people endure at work

men it is the second leading collar workers. cause, after road accidents. On average 20 people a week lished by the Tokyo Manag-

These statistics are from a

SIEMENS

NIXDORF

3.55 A24 - ----

with employment issues.* No doubt America's fatal attraction to guns partly explains the carnage, but other countries have cause for concern. Those with the highest rates of assault and sexual harassment of employees, says the ILO, are France, Argentina, Romania, Canada and England.

In the UK, a British Retail Consortium survey found that in one year more than 11,000 retail staff were victims of physical violence. More than \$50,000 staff were threatened and verbally

Most physical attacks occurred when staff were trying to deal with theft (59 per cent). Other causes were: dealing with troublemakers (16 per cent); robbery (10 per cent); angry customers (5 per cent); drunk or drugged people (5 per cent).

In Japan, economic recession has led to widespread corporate downsizing shattering long-held assumptions

be murder: for pany for one's working life. late-night retail. Women are women in the US, The loss of lifetime job secu-particularly vulnerable homicide is the leading rity has been accompanied cause of death at work; for by alleged bullying of white- trated in high-risk occupa-A "bullying hotline" estab-

are murdered while they go ers' Union received more about their work and 18,000 than 1,700 requests for con-employers show growing recreport on violence at work common complaint, with by the International Labour many people seeking urgent Organisation, the United mental health treatment. Women are Nations agency that deals Families in which relatives had committed or attempted spicide were among callers.

In the Philippines, migration for work has long been a feature of employment. More than half of overse Filipino contract workers are women, many hired for domestic service and enter tainment, Research shows these women are frequently and disproportionately affected by violence.

"Many workers report maltreatment, a general term that includes pulling the hair, battering, beating the hands with any instrument. burning of the flesh of the victim, banging the head against the wall, throwing of toxic, chemically dangerous liquids," the report says. "Employers commonly hold the worker's passport as a way of ensuring continued

Employees in most danger include taxi drivers, healthcare workers, teachers. social workers, domestics in report as the most extensive foreign countries and people

Sometimes work can about staying with one com- working alone, especially in particularly vulnerable because so many are concentions, especially as teachers, social workers, nurses and

bank and shop workers. The ILO says workers and sultations in two short peri- ognition that "psychological ods in 1996. Stress was a violence" is a serious prob-

> because so many are in high-risk

occupations

lem. Bullying is increasing in Australia, Austria, Denmark, Germany, Sweden, the UK and US. It includes psychological harassment of an employee, through criticism, isolation or gossip. In Sweden, it is estimated that bullying is a factor in 10 to 15

per cent of suicides. "The new profile of violence at work which emerges is one which gives full, equal emphasis to physical and psychological behaviour, and one which gives full recognition to the significance of minor acts of violence," says Vittorio Di Martino, co-

author of the report. The ILO describes its worldwide survey. In fact, it

draws on a plethora of surveys and statistics but its authors acknowledge the impossibility of reconciling widely differing methodological and statistical approaches. It is, nevertheless, full of graphic exam-

The report says workplace violence stems from a combination of causes that include the individual, the work of work, the way in which co-workers interact, the way customers and clients interact with workers, and the interaction between manag-

ers and workers. For these reasons, the in the past year, and likely response to violence must be multi-faceted. A plan sbould be ready to contain the effects of violence, much as responses to terrorist situations are planned and imposed immediately. It should involve all people directly or indirectly affected, including family, senior management, col-

leagues and victims. "Instead of searching for a single solution good for any problem and situation, the full range of causes that generate violence should be analysed and a variety of intervention strategies adopted. The response to workplace violence is too frequently limited, episodic and ill-defined," says the report.

*Violence at Work, by Duncan Chappell and Vittorio Di Martino, ILO, Geneva, 1998. ISBN 92-2-110335-8. Available from ILO, London: 0171 828



TIM JACKSON

Growing up has its advantages

The concentration of power on the internet can allow new technologies to make their mark

One of the symptoms of the naturing of the internet. which has been lamented before in this column, is that good ideas no longer spread around the world so easily as they did a couple of years ago. These days, innovators need marketing or

ideas to win on the web. But there is a silver lining to this cloud. The concentration of power on there are a few dozen web site owners with whom one has to do business to reach the tens of millions out there

partnerships, great technologies can roll out even more quickly than before. A perfect illustration of

this is likely to be Communicator 4.5, the browser released in beta form by Netscape last Thursday. The new version of Communicator has two terrific features that will make browsing the web far easier and more convenient for millions of people during the coming few months. Netscape refers to the features together as "smart browsing", but in fact they are two entirely separate

One is a feature that Netscape calls Internet Keywords, in which you can find a web site by typing in a familiar company name or brand name rather than an exact URL, or uniform resource locator.

As the number of domain names proliferates - tripling to triple again over the coming two years, according to some estimates - this is likely to become

increasingly useful. For instance, last week I was looking on the web for car rental prices in the US. Finding Hertz, Avis and Dollar was a simple matter of adding a "www" at the start and a ".com" at the end. But Alamo and National, car rental firms that seem to be present in almost every US airport, are

harder to find. The domain name *alamo.com* refers to a search engine based in San Antonio; national.com, by contrast, takes you to the semiconductor manufacturer of the same name.

Using Internet Keywords. you type the brand name into the browser window, and it will be resolved by a Netscape database to the web site that Netscape thinks you want to go to.

to readers of this column, that should be no surprise.) is actually remarkably similar to a service called Real Names, launched some months ago by Centraal Corporation, a start-up bes in Palo Alto, 15 minutes' drive away from Netscape's

headquarters. Centraal's business model was to provide the service partnerships with search engines such as Digital's Altavista, and to ask fees from domain-name owners for the hits forwarded to their sites. The company seemed to be making good progress: last month it reported that it was forwarding 3.5m real names to web sites every week, and it raised its price for simple registration to \$100.

The other key function inside Smart Browsing is something called What's Related – a drop-down list, created on the fly as you travel from one web site to another, that lists web sites related to the page you are currently looking at.

Once again, this idea came from an outside company covered in this column: Alexa.com. Until recently, Alexa's service was offered software download that creates a window sitting beneath your browser window. As well as the list of related sites that is now being packaged as Netscane functionality, Alexa also offers an archive of information that was once on the web but is so no longer, free online access to Encyclopaedia Britannica,

and a list of useful web sites The related sites list is committed from three sources analysis of links from similar sites, measures of actual traffic by Alexa users, and personal recommendations.

For both companies, Alexa and Centraal, the Netscape innovations raise concerns. Alexa's ability to sell advertising every time users look at the free information it provides may be curtailed by the way in which Netscape delivers it. And while the Internet Keyword functionality adds recognition to the Real Names concept, it is hard to see how it will do anything other than reduce Centraal's ability to raise revenues.

For consumers, however, the Netscape developments are undoubtedly good news. They may do little to slow the apparently unstoopable takeover of the market by Microsoft, but they repres advances which will make he web more receipt and convenient for everyone.

tim.jackson@pobox.com



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Solutions and

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NEIL BUCKLEY FILE FROM BRUSSELS

Why Europe's capital fears foreigners

Belgium is the only member state to deny European Union citizens the right to vote in local elections

Any foreigner who has undergone the painfully bureaucratic duty of registering with the local authorities in Bruss would probably vote gladly or any party promising to simplify the procedure. Unfortunately, we can't. The 135,000 eurocrats.

diplomats, journalists, lawyers, lobbyists, teachers and executives in Brussels who are European Union, but not Belgian, citizens are reckoned to account for more than 10 per cent of the regional economy. They pay local taxes, use city transport and services but have no say in how the city

is governed. The injustice seems as clear as the need to do something about it. Rather emberrassingly for the country that is home to the capital of Europe, the **European Court of Justice** this month condemned Belgium for being the only

المناف المستحدة والمتهام والمتعارض و

EU state not to have implemented a directive allowing foreigners who are EU citizens to vote in local Unless it adopts the law

within a few months.

Belgium could face fines of \$300,000 (£121,000) a day. Solving the problem ought to be easy. In fact, it has provoked one of this year's biggest political disputes, and renewed wrangling over the complex structure of regions and overlapping

language communities that

make up federal Belgium. The matter should have been settled last week butwas put off for at least three months after a compromise between the main parties. holted together by the man nicknamed the "plumber" for his political fixing skills – prime minister Jean-Luc Dehaene – fell apart. One problem is that giving

voting rights to foreigners.

means changing Belgium's

constitution, which needs a two-thirds majority in parliament. Since the four governing coalition parties Flemish and Frenchspeaking Socialists and Christian Socialists – do not control enough votes, they must rely on support from at

opposition parties to push the issue through. Many people also feel that if the half-million or so EU foreigners in Balgium are allowed to vote in local elections, that right should he extended to the similar number of non-EU

least one of the main

foreigners. But these issues only exacerbate the central problem – one that offers an insight into the sensitivities that, increasingly, can cause near-paralysis in Belgian politics.

Put simply, parties representing Belgium's Dutch-speaking linguistic majority worry that since

and the state of t

most foreigners are more likely to speak French than Dutch, they will vote for French-speaking candidates and skew election results. In many areas this would have little impact, but in Brussele it could be crucial. Both Dutch-speaking Flanders in the north and Belgium's French-speaking population in the south of the country

claim the city as their capital. But for historical reasons, the city is an 85 per cent francophone island surrounded by Flanders. Give foreigners the vote in Brossels, and Flemish politicians fear they could be almost wiped out.

Politicians spearheaded by Brigitte Grouwels, minister for Brussels in the Flemish regional government – and a member of Mr Dehaene's party - say the only answer is to reserve a number of guaranteed places for Dutch-speakers in the city's Institutions.

Mr Dehaene has been vilified by some in his party, and Flemish opposition

والوائيل والراوان والمتاب يعافن والأراز والأراب والمتاب والمستقدة والمراوع والمتعاصص والمتاب والمتاب والمتاب والمتاب والمتاب

parties, as a "traitor to Flanders" for not insisting on such guarantees as part of last week's stymied compromise deal on voting

The "plumber" may be able to unblock his compromise in the autumn without having to call for such controversial guarantees, and get the voting issue through parliament in the autumn But if it fails this time, Flanders will certainly guaranteed Flemish representation in Brussels in fresh talks on constitutional reform due to start next

Europe's capital is increasingly becoming a domestic political battleground. Flanders and French-speaking Wallonia clashed two years ago over which had the right to promote Brussels as a tourist destination. Preparations for Brussels Year of Culture 2000 have been dogged by

culture to promote One solution put forward by Louis Tobback, now

Belgian interior minister and a deputy prime minister, among others - is to turn Brussels into a European district", a kind of self-standing city-state in whose governance the European institutions would have a say. The project nicknamed "Brussels DC". has won little popular support. But the debate over the city's status seems set to grow more heated. In the meantime, Flemish

parties may be worrying omnecessarily. In the 1994 European Parliament elections, only 24,000 non-Belgian EU citizens here bothered to vote.

And with Brussels' bewildering bureaucracy rivalled only by the amount of dog mess on the streets as the favourite topic of ex-pat conversation, any political party looking for the foreigner vote knows exactly what it needs to do.

It will be

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Kenan-Flagler adds format to MBA programme

The Kenan-Flagler busines school at the University of North Carolina at Chapel Hill has added a new format to its executive MBA programme. As well as the exi evening programme, the school will offer a weekend-based course from

January. The school believes the format will enable participants to travel from

Classes will take place on alternate weekends (all day Friday and Saturday) for 20 months with two week-long residencies for intensive course work. www.bschool.unc.edu

Warwick dean to stand down

Bob Galliers, who has been the too man at Warwick Business School for the past four years, is to step dow from the end of this month. He will be replaced as dean on an Interim basis by Robert Dyson, presently deputy dean at the school.

Prof Gaillers will remain at the school to continue his search and to teach information management. He will also support the school's international developments. One reason given for his departure was to enable his

successor to step in at the beginning of the school's These include new buildings www.wbs.warwick.ac.ul

internship at Simon school

The Simon school at Rochester University has announced an internation programme to encourage entrepreneurially-minded

The internships will match students with executives in Rochester, New York, with whom they will work closely. The programme has been initiated following the donation Of a \$25,000 (£15,000) ale grant from the Kauffman Čentre for Entrepreneurial Leadership at the Ewing Marion Kautiman Foundation. Simon (Rochester):

MBA targets entrepreneurs

www.ssb.rochester.edu

Manchester Business School has teamed up with management consultar KPMG to launch an MBA for managers and others in small and medium-sized organisations. The MBA in

Entrepreneurship for Owner-Managed and Small or Medium-Sized Enterprises will start in January and will be a part-time programme. It will combine core business topics with specialist options such as managing the family business and venture and development

The course can be completed in two to five vears, the same as MBS's traditional part-time programme. KPMG offices around the

UK will be used to enable participants to use videoconferencing and nternet fecilities to take part. MBS will demonstrate the rucial importance of maintaining a close relationship with clients at a one-day seminar, Relationship Marketing, on Wednesday. The seminar is intended for middle and senior managers with strategic decision-making authority.

BUSINESS EDUCATION LONDON BUSINESS SCHOOL

A transatlantic dean in a hurry

the days of Prof Bain and

replace it with a meeting

While Prof Bain was a

who has worked mainly in

the US, most recently at Har-

he was head of the market-

there was brand marketing.

an expertise he clearly intends to exploit at LBS:

"One of my tasks is to create

a more well-known global

here but it's like a light hid-

He has set himself a list on

which are three priorities. The first is to raise aware-

ness of the school generally.

the issues that are important

to multinational managers.

much of which he believes is

inherent in the research

already carried out at LBS.

The second is to talk about

den under a bushel."

room table and chairs.

vard Bu

ing department.

John Quelch, LBS's new head, has three priorities. **Della Bradshaw** reports

The last two weeks to remove the sofa that have been a baptism of fire for John Quelch, newly-appointed dean of London Business School. On his first day in the job, July 1, he had to address 550 alumni at the LBS annual garden party. On July 2 he gave a speech to 1,300 people at the school's congregation ceremony. Two days later, he spoke to a similar number at

the LBS summer ball. "Given the high potential for overlap among the three groups, I couldn't just duplicate my remarks," he complains. But the exposure was good for him, he says, and for "jump-starting" his term at LBS. In fact, Prof Quelch gives the impression that it was exactly the sort of challenge he thrives on.

Prof Quelch comes across as very different from his sor George Bain, now vice-chancellor of Queen's University in Belfast. While Professor Bain was large and affable, Prof Quelch is small and precise, a man always in a hurry. One of his first acts has been

research that addresses ernes border issues.

He cites the work of two of his professors, David Currie graced the dean's office in on the euro, and Sumantra national organisations, as indicative of the type-of work he intends to promo North American who spent We have to make the individual faculty famous as most of his working life in the UK, Prof Quelch is a Brit well as the institution." Prof Quelch says the scho-

lastic excellence at the school was one of the things that persuaded him to take the job. "No business school can develop a scholastic rep-One of his big interests mation and strong standards overnight. It is quite remarkable that LBS has achieved the stature on the world stage that it has in only 38 brand image. There are many good things happening Marketing the academic

> part. "I think it is much easier to start with a strong scholastic base and solve the worldwide fame problem than to have a famous institotion that does not value scholastic rigour. Prof Quelch has another,

ment will be the easy

more philosophical, reason for returning to the UK. "One reason I came back to And third, he aims to Britain is that I don't believe encourage the sort of it is in anyone's interests for

to One of my tests is to create a more well-known global brand image.

the US to have a monopoly on high-quality business education, any more than it is in anyone's interests for the US to have a monopoly

on popular culture." Prof Quelch has yet to decide on any big reorganisation of departments or courses, but says there are examples of "service excellence" that he will be promoting. He will continue the

dual emphasis on general management and finance which has long been LBS's hallmark.

Amonio Borges at Insead, in Fontaineblean, Prof Quelch is convinced that the school has to grow, and in particud lar increase faculty number from 75 to about 100 full-time.

And again as with Insead.

However, like rival dean

fundraising may prove a hot topic. The graduating MBA class of 1998 has pledged to raise £125,000 between the 240 of them as a class gift. The money will be raised during the next four years and be used to develop Prof Quelch, is that it will encourage corporate donors.

BUSINESS EDUCATION MANAGEMENT TRAINING

UK gains by teaching the world to manage

West End musicals, whisky or Enid Blyton story books would probably top most people's lists of British exports. Few would think straight away of

management training. But nearly 40,000 students travel to Britain every year to study at business schools,

bringing £428m (\$706m) in

body.

In its annual review. Pillars of the Economy, published today, the association points out that postgraduates in business and ent-related subjects account for 17.5 per cent of all UK postgraduates and the learning schemes, boosting position in 1997, a leap of of business, concedes that

Jaguar motor cars, revenues, according to the number enrolling at busi-Association of Business ness schools has risen by 7.5 Schools (ABS), the UK trade per cent over the past year. At present, there are 30,000 people enrolled on MBA programmes in the UK.

As well as the students who travel to the UK, a further 10,000 students are engaged with UK business schools through distance the economy with a further £35m in invisible exports. The ABS also believes that British managers benefit from the growth in UK manment training. In particular, it points to the World Competitiveness League Table, produced by IMD in Lausanne, Switzerland,

year. One of the contributory factors was the rise in the performance of UK management, which leapt from 28rd to 14th place. (However, the UK fell in 1998 and is perpent of large companies now ranked 12th overall.) and 88 per cent of smaller ABS chairman Chris business providing development opportunities. the UK fell in 1998 and is now ranked 12th overall.). Greensted, director of the which ranked the UK in 11th

Strathclyde graduate school

the link between training and the rise in manager perfermance is "hypothesis". ver, the report shows that UK firms are spending more on training, with 96

CONTRACTS & TENDERS

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AND NOTICE OF APPLICATION TO THE ONTARIO COURT (GEN. DIV.) FOR APPROVAL. OF ARRANGEMENT

TAKE NOTICE that a meeting of holders of 4% First Mortgage Bonds, Due 2883 ("TG&B Bonds") of Toronto, Grey and Bruce Railway Company ("TG&B") (the "TG&B Bondholders Meeting") will be held at The Royal York Hotel, 100 Front Street West,

AND TAKE NOTICE that an application commenced by the Ontario and Quebec Railway Company ("O&Q"), Canadian Pacific Limited ("CPL"), Canadian Pacific Railway Company ("CPR"), St. Lawrence & Hudson Railway Company Limited ("StL&H") and TG&B for approval of a proposed plan of arrangement (the "Arrangement") under the Canada Business Corporations Act and a motion for approval of the final order will be heard on the Commercial List of the Ontario Court (General Division) at the Court House, 393 University Avenue, Toronto, Canada on Thursday, September 24, 1998, at 10:00 a.m. (Eastern time) or as soon thereafter as the matter can be heard. The Court has also scheduled a hearing for July 30, 1998 to consider a number of issues in relation to the Arrangement prior to the TG&B Bondholders Meeting.

The TG&B Bondholders Meeting is being convened to consider and vote on a resolution with respect to the provisions of the Arrangement relating to the TG&B Bonds. As part of the Arrangement, each TG&B bondholder (other than CPR and dissenting TG&B bondholders, if any) may elect to receive common shares of CPL ("CPL Common Shares") having a value equal to £100 (based on an established rate of currency conversion) in respect of each £100 of TG&B Bonds held, together with accrued and unpaid interest, if any, thereon up to and including the effective date of the Arrangement (the "Share Election"). A TG&B bondholder who does not make the Share Election will receive £100 cash (or, at the election of the TG&B bondholder, the Canadian dollar equivalent thereof based on an established rate of currency conversion) in respect of each £100 of TG&B Bonds held, plus accrued interest. In order validly to make the Share Election, a TG&B bondholder must surrender certificates representing all of its TG&B Bonds and all unmatured interest coupons, together with a letter of transmittal in proper form, prior to 5:00 p.m. (Eastern time) on the later of: (i) September 15, 1998; and (ii) the second business day immediately prior to any date to which the TG&B Bondholders Meeting may be adjourned or postponed.

A joint management proxy circular of O&Q and TG&B, together with a letter of transmittal and a form of proxy, has been prepared in respect of the TG&B Bondholders Meeting. In advance of the TG&B Bondholders Meeting, holders of TG&B Bonds, which are issued in bearer form, may obtain the joint management proxy circular, the notice of application and the notice of motion for approval of the final order, a form of proxy and certification of ownership containing instructions as to the provisions for voting by proxy or attending the TG&B Bondholders Meeting and a letter of transmittal from The Trust Company of Bank of Montreal at 129 Saint Jacques Street West, B Level North, Montreal, Quebec H2Y 1L6, telephone 1-800-332-0095 or 1-514-877-2584.

Any TG&B bondholder desiring to appear at the hearing of the application scheduled for September 24, 1998 or the hearing scheduled for July 30, 1998 is required to serve upon TG&B's solicitors, McCarthy Tétrault, at Suite 4700, Toronto Dominion Bank Tower, Toronto-Dominion Centre, Toronto, Ontario M5K 1E6, Attention: Michael Barrack on or before 2:00 p.m. (Eastern time) on September 22, 1998 (or such time on July 28, 1998 in the case of the July 30, 1998 hearing), a notice of appearance, including an address for service, together with any evidence or materials to be presented to the Court and to file proof of such service and a copy of such materials with the Court at the Commercial Court office, 393 University Avenue, Toronto, Ontario M5G 1E6. Telephone inquiries concerning the application may be made to Michael Barrack at (416) 601-7894.

DATED this 14th day of July, 1998. R.V. Horte, Corporate Secretary



BUSINESS TRAVEL ISRAEL

Milk and opportunity

Gillian Upton discovers why Israel is becoming such a popular destination

twice the size of expensive Ineighbouring Egypt's, a fast-growing highous incentives, such as tax bolidays, for foreign compaincreasingly popular busi-

"This is the land of milk and venture capitalists," says Wavell Magor, first secretary commercial at the British Embassy in Tel Aviv. Fortunately, doing busiss with the Israelis is relatively straightforward. English is the second language after Hebrew and business law is similar to western legal practices. while company law is

"We are in the Middle East. but it's easy for an English businessperson to do business as Israel is akin to a European culture," says Felix Kipper, executive director at the British Israel Chamber of Commerce in Tel Aviv.

Tel Aviv is Israel's commercial capital. It is a glitzy,

With an economy frenetic metropolis, and Taxis are metered but flat

rates often apply, so check with your hotel concierge before setting off on any long trips. The average taxi nies, Israel is becoming an fare between Tel Aviv and Jerusalem, the federal capttal, is Sbk170 (£30).

The 14km journey from Tel Aviv's Ben Gurion airport to downtown Tel Aviv should be around Shk56 and také about half an hour. Traffic flows better on Fridays when offices are closed. for Shabhat Driving is recommended

for any multi-city stay as roads and signs are good (most road signs on major. roads are in English) and all the major car hire compa-

Most business trips will include a visit to Jerusalem. It is home to the Knesset (Parliament), is popular for conventions held at the large exhibition ball, the ICC Jeruthe city, and is the obvious Cultural sensitivities are

Iravel tacts

Hotels: (Tel 972 + 2 Jerusalem and 3 Tel Aviv) *Jerusalem:* Jerusalem Hilton, 7 King David Street, tel 621 2121, fax 621 1000. Tel Aviv. Tel Aviv Hilton, Independence Park, tel 520 2111, fax 522 4111. Sheraton, 115 Hayarkon Street, tel 521 1111, fax 523 3322. Crowne Plaza, 145 Hayarkon Street, tel 520 1111, fax 520 1114/22.

Car hire: Avis, Budget, EuroDollar, European, Hertz and Thriffy all operate. Daily: rate for group is car (five-door Punto) from Budget at Ben Gurion airport (tel 972 3 '97115051) is US\$67. Cavaller (French cuisine), 1 Ben Sira Street, tel 6242945. Bars: around The Russian

Compound area.

very much heightened in Jerusalem, where the Haredim, or ultra-Orthodox Jews, have a strong hold on the cultural agenda. It is wise to

proceed with caution. Some 35 per cent of Israel's economy aiready derives from hi-tech activity. The growth in the computer ndustry has been so rapid that the sector is suffering from a staff shortage nearing 5.000 employees.

Attempts to import programmers from India have been stopped by the Israeli vernment. It is consciou of both an unemployment rate of nearly 8 per cent and a fiood of Russian, Romanian. Asian and African immigrants whose numbers nearly match those of the

The country supports a there are supposedly more PhDs per capita here than anywhere else - but relatively high labour costs. It is losing parts of its manufacturing base to cheaper neighbouring countries. The business traveller will find plenty of consumer

items-to spend money on International hotels offer good accommodation. In the capital, the Jerusa-

lem Hilton is collecting all the bouquets. Near Jaffa Gate and overlooking the old city, it is an impressive and elegant, modern property with a high level of amenities. All rooms have fax and modern, there are two executive floors, grand ballroom and a handful of restaurants. in Tel Aviv the oldest and most famous is the Hilton while the Sheraton and Crowne Plaza (Holiday Inn)



European flight delays worsen

The chances of getting away on time from Europe's airports continue to get stimmer. Association of European Airlines show the number of aircraft departing more than 15 minutes late rose 4 per cent in May, compared with the same month last year. Both intra-European and long-haul flights were ffected, with 22.2 per cent and 25.6 per cent held up respectively, against 18.2 per cent and 21.6 per cent the

previous May. Punctuality at UK almorts mproved in January, February and March, says the Civil Aviation Authority, with 83 per cent of flights leaving early or no more than 15 minutes late.

Hotline set up

A one-stop emergency service aimed at curing any problem. from a toothache in Russia to replacing lost flight tickets in Thomas Cook, the travel

Clients call a hottine with their card membership number and are transferred to an operator who speaks their language. A computer napping system locates the country they are in and, where Roger Bray

possible, the city and hotel. The poerator can then tall them how to get to the rest hospital, for example For the time being the service is being marketed mainly at companies with own such as airlines, car rental groups and hotel chains that operate loyalty schemes. Eventually it will be sold to individual travellers.

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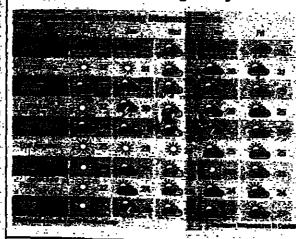
2.

River approach

Virgin Atlantic, the airline, is offering to ferry premium-fare Upper Car's customers into London by boat along the Thames from a jetty at Brentford to Tower Bridge. There was be a bus from Heathrow to the river and the journey will take about an hour. The free service starts next Tuesday.

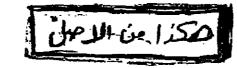
Gr**ë**mlins take off

Hong Kong's newly opened airpoint is overcoming the flight and baggage delivery delays that dogged its first days. The arrooft authority claims that within a week of opening the assistant departure hold-up that down from 1 hour 40 minutes to 12 minutes, with 54 per cent of aircraft getting away on schedule and 96 per cent within half an hour.



BUSINESS EDUCATION

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BAYREUTH his is the Wagner festival's second consecutive year without a new production. Dieter Dom's staging of Der fliegende Hollande ent ni autiT nalA ntiw beyiver e

title role and Cheryl Studer as Senta. The rest of the programme consists of Wolfgang Wagner (right) productions of rsinger and Parsifal, and a final showing of the James



Levine/Alfred Kirchner Ring, with John Tominson (below left, with

SALZBURG The 1998 festival opens on ... Thursday with a choral concert in Salzburg cathedral conducted by wan Fischer. The first two opera premieres are *Mahagonny* on .* Friday, starring Catherine and and Gwyneth Jones, and *Katya Kabanova* on Sunday, staged by Christoph Marthaler. and conducted by Sylvein. Cambreling. The festival runs for ex weeks, and includes a Beethoven cycle conducted by

LONDON The Open Air Theatre, Regent's Park, launches its angual musical this week. Jule Styne's version of

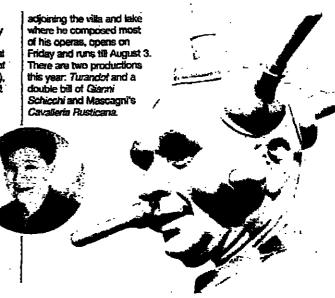


Gentlemen Prefer Blondes opens on Thursday, Sara Crowe and Clive Rowe lead the cast. At the Barbican, the Inventing

latest production, 2.5 Minute Ride, written and performed by Lisa Kron (below) at the Pit. This weekend at the National Theatre, the accentric genius of the fringe, Ken Campbell (right),

presents his *Pidgin Macbeth* at he Cottesioe Theatre. Film and theatre director Charles Sturridge (Brideshead Revisited) makes his opera debut tornomow with a staging of Handel's Talameo for Broomhill Opera at Christ's Hospital, Horsham This will be the first talian-language production of the opera in the UK since Handel's day. Nicholas Kraemer conducts

TORRE DEL LAGO The open-air Pucciri festival



Maestro colours in the clarity

Yan Pascal Tortelier has finally found his own spotlight, writes Andrew Clark

h's all a question of back- acknowledging what the telier. "Nothing 1 do now, even if I take it as a compliment that my work as a coning what I inherited from my

Seated in the drawingroom of Tortelier's London flat, we are discussing his choice of works by Hindemith and Dutilleux for his Proms concerts this week and the increasing prominence of Lutoslawski, Elgar and Richard Strauss elsewhere in his programmes.

The link between all these to the Tortelier household in the cellist Paul Tortelier. "If Hindemith's beautiful Cello Concerto when I was a kid, and been introduced to him British". personally. I might not be playing his music today.

Even when I started conducting 20 years ago, I was myself."

ground, says Yan Pascal Tor- music industry has known for some time - that he has stepped out of his father's shadow. He no longer has ductor starts to blossom, is anything to prove to himself, anything other than develop- and this hard-won confidence is reflected in the standard of orchestras he is being invited to conduct. He recently made successful cisco Symphony and Royal Concertgebouw. Next month

major engagement in Paris. That should be another rite of passage - though not Dutilleux, Messiaen have as fundamental as his decicomposers is that their sion, more than 20 years ago. music was bread-and-butter to give up the violin in favour of conducting, or his Paris in the 1950s. Some, like subsequent move to the UK. Dutilleux and Hindemith. Tortelier may have lost none were friends of his father, of his Gallic charm in the process, but he can justifi-I had not been exposed to ably describe himself as "the most British of the French and the most French of the

Like his father, whose engagement by Beecham in nates from everything I tional career, Tortelier owes received at an early age. much of his success to the in that context. It has taken late 1980s, he was appointed me 20 years to establish chief conductor of the BBC

has seen a steady rise in the orchestra's popularity - on cert hall. It has never sounded better.

Tortelier may not yet count himself a natural interpreter of British music, "but I'm happy I've reached a level of collaboration with my friends in Manchester that allows me to test myself on Elgar's big works, which I wouldn't dare to do with debuts with the San Fran- other orchestras. I know I can count on the BBC Philharmonic to help me" - just he conducts the Boston Symas, in the opposite direction, with the BBC Philharmonic, phony at Tanglewood, and in Tortelier has enriched Brit-October he has his first ish musical life with his understanding of French repertoire. Debussy, Ravel, long been his calling cards. So what are the prime qualities he looks for when he conducts their music? Colour or clarity? "A mixture of the two. If it

easily sound dry. If it was merely impressionistic, it could be mushy. The 'impressionist' label too often becomes an excuse for taking liberties. The challenge of French music is its "My life in music ema- 1947 launched his interna- mixture of freedom and rigour, and that's something that actually applies to all opportunities he found on art. You have to grasp the phrasing, which it must also Philharmonic six years ago, tras capture this well: a Brit- have a reputation for being in an orchestra is ensemble. French are very impressed ance. beginning a love affair that she player produces a more difficult; Tortelier himself and ensemble is not by defi- with German authority." "William or the standard of the

was strictly detailed, it could



Yan Pascal Tortelier: "When you work on Dublleur's score you realise that this man is a jeweller of composition

delicate and refined tone played in one, in Toulouse. than the typical German, Russian or Japanese player." ducting 20 years ago. I was the UK side of the Channel. detail and clarity first, player? Tortelier admits he standard in a French orches-looked on as the son of Tor- Having raised the profile of before you can apply the cold is a little nervous about his tra can be so impressive. telier, and I got engagements the Ulster Orchestra in the ours and the elasticity in forthcoming debut with the What destroys it all is that during the German occupa-in that context. It has taken late 1980s, he was appointed phrasing, which it must also Orchestre National de they remain terribly individ-

"I find it frustrating, and occasionally absolutely won-And the typical French derful, that the individual ras val

nition a French quality. This is a contradiction that the

conductor has to cope with. "Curiously, some of the best orchestral playbly individualistic the

And German music remains "the only universal language" for Tortelier. His choice of Hindemith's E flat Symphony for tonight's

ing we had in France was Prom reflects his admiration for a composer whose output and better." Just like Tortetion. Although they're terri- is often dismissed because of its manufactured appear

"What appeals to me is a

certain austerity, a classicism in the way it is made. If you only stick to the surface in Hindemith, you get bored - just as you do with Bach. But if you dig further, you will find originality, challenge, experiment, charm and wit. Yes, wit! As an interpreter, you have a duty to take the audience and musicians beyond the manufactured quality and find what lies behind."

The Prom on Wednesday includes the UK premiere of Dutilleux's The Shadows of Time, a 22-minute piece for orchestra and child's voice commemorating all children who were victims of the second world war. Flicking through the score. Tortelier cites movement-titles such as Vagues de hanière (Waves of Light) as indicative of the elusive quality of Dutilleux's music.

"It's a world of the imagination - evocative, poetic, the opposite of harsh, aggressive, down-to-earth. When you work on this score you realise that this man is a jeweller of composition: he has the art of creating sounds, colours, effects, as if he was working on dia-

Tortelier says it has taken time for the world to recognise Dutilleux, a process that reflects the composer's refusal to bow to postwar fashion on the one hand, and his slow, steady method of working on the other. "I always believe that when it takes more time, it has more depth," says Tortelier. "That's the way it is with Dutilleux. It's like wine. If it's a good wine to begin with, it can only get better lier himself, really.

Proms Ticket Shop: 00-44-171-589 8212

decent dancer, and by the third act, his portrait of a prince distraught at his fate

is fired by vivid emotion. The last act, music and dance in one long-sustained elegiac phrase, is a proper

DANCE SWAN LAKE

Tortelier, at 50, is finally

Ugly duckling becomes a swan

Swan Lake, which has lately entered the repertory at the Coliseum, has the merit of getting better as it goes

It would, indeed, be hard for it to sink lower from the is a lyric tragedy. Therenadir of its first act. Here, eye and attention are everywhere distracted from the dance and the not-very loaded crossbow that pre-considerable dramatic cedes the arrival of the action. There are ribbons, swans in Act 2 is a must for goblets, ancients with arquebuses globes, a maypole, the creepiest tutor on record, dropped goblets, tipsiness, children, and that fearful and more accurate and more

The Royal Ballet's staging of air of "acting" that involves gesture of transcendant

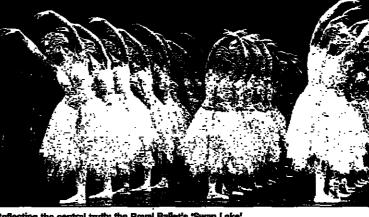
> Only two things are missing: a bridge tournament, and any hint that Swon Lake drunken cadet in charge of a the cutting-room floor. The infuriating thing about all this is that the dance-text throughout the ballet is fine.

honourable than in any the debut of Muriel Valtat as the shaking of heads and other production I know. We see Ivanov's and Petipa's Trevitt as her Siegfried. I dances, true and beautiful, can but guess what feelings assert their hold over our imagination and, I suppose. after, sanity reasserts itself, as we get used to the decorathough the mini-drama of a tive caprices of Yolanda Sonnabend's design (which also gains in grace as the staging progresses), we have a vision deceive us. Here is tragedy haunts the viewer as it poon went on. haunts the score.

and in them lies the great of stark terror attend such a: virtue of the piece. As they first performance for an apprentice ballerina, with those stupid fouettés looming on the horizon to sap an artist's resolve. But Miss Valtat elear of physique. secure in manner, took to the lake and to the vertigiroom and, like the staging of resonant power that itself, got better as the after-

Odette/Odile, with William

Her account of the role is



of Sugar Lake that does not nous demands of the ball- Reflecting the central truth: the Royal Ballet's "Swan Lake"

she shapes the dances, looks soon find more in the drama having to fight his way for the poetry - shyly, but to fire her reading. we sense that it is poetry -William Trevitt is also a opening scene, but he is a This performance brought as yet a careful sketch, but and we know that she will slow starter in this staging, sound partner, a clean and

culmination with the corps de ballet an exact reflection of the ballet's central truth. The production sits well, if a bit murkily, on the Coliseum stage. Viktor Fedotov led a taut and cogent account of the score - the swan-maidens were brought on in Act 2 with speed - and

Clement Crisp

guide for Odette/Odile.

and he was, as ever, an

invaluable and attentive

INTERNATIONAL

Arts Guide

AMSTERDAM

EXHIBITION Tel: 31-20-673 2121 Olympic Gods: survey of the most beautiful classical delties in prints, drawings and photographs, on the occasion of the Gay Games in Amsterdam; to Aug 16

EDINBURGH EXHIBITIONS Royal Museum

Tel: 44-131-225 7534 www.nms.ac.uk Chinese Lacquer: 48 objects selected from the museum's lacquerware collection, the oldest of which is more than 2,000 years old. Highlights include an eared cup from the Han dynasty and two 18th century Qlng thrones; to Mar

Scottish National Portrait Gallery Tel: 44-131-624 6200 Robin Gillanders: Little Sparta. Photographs of the painter lan Hamilton Findlay's garden at Dunsyre in the Pentland Hills. Gillanders has been working there since 1993 and the display

includes a range of collaborative works - posters, prints and postcards: to Nov 29

GLIMMERGLASS OPERA Alice Busch Opera Theater, Cooperatov Tel: 1-607-547 2255

● The Mother of Us All: by Virgit Thomson, Conducted by Stewart Robertson in a new staging by Christopher Alden, with sets by Alien Moyer Jul 20

GLYNDEBOURNE **OPERA**

Givindebourne Festival Opera Tel: 44-1273-815 000 Capriccio: by R. Strauss. Revival conducted by Andrew Davis and directed by John Cox. The Countess is sung by Kiri Te Kanawa until Aug 5 and thereafter by Felicity Lott. With the London Philharmonic Orchestra; Jul 22 Rodefinda: by Handel. New production directed by Jean-Marie Villegier. With the Orchestra of the Age of Enlightenment conducted by William Christie; Jul 20, 24

GRAZ DANCE Opernhaus Tel: 43-316-80080 Kirov Ballet. Swan Lake, Jul 20,

LONDON CONCERTS BBC Proms, Royal Albert Hall Tel: 44-171-589 8212 BBC Philharmonic: conducted by Yan Pascal Torteller in works by mstein, Ravel, Gershwin and

Hindemith, With plano soloist Louis Lortie: Jul 20 BBC Philharmonic: UK premiere of The Shadows of Time by Henri Dutilleux, conducted by Yan Pascal

Torteller, Programme also includes

works by Tchaikovsky and Paulenc. With the Chester Festival Chorus and the London Philhermonic Choir, and soloists Alison Hagley and Edward . Burrowes; Jul 22 BBC Symphony Orchestra: world premiere of a new work by Julian Anderson conducted by Andrew Davis. Programme also

includes works by Elgar, Bruch, and Vaughan Williams; Jul 21 Wigmore Hall Tel: 44-171-935 2141 Rodney Gilfry: recital by the baritone of a programme including works by Schubert, Schumann and Gershwin. Accompanied by Roger

EXHIBITIONS Concourse Gallery, Barbican Tel: 44-171-638 8891 .

Vignoles; Jul 24

www.barbican.org.uk Absolut Cobblers: shoes as art, created by some of Britain's leading shoe designers and shown alongside work by students of... Cordwainers College; to Aug 16 Hayward Gallery . Tel: 44-171-261 0127 www.hayward-gallery.org.uk Bruce Nauman: spanning the : career of the American ertist. b.1941, this exhibition focuses on his relationship with language, and

includes sound and video Instaliations as well as neon pieces fike One Hundred Live and Die (1984). The exhibition has been seen in Paris and will travel to Helsinki; to Sep 6

Tel: 44-171-839 3321 Venice through Canaletto's Eyes: taking the form of a journey along the Grand Canal, this display brings together 23 paintings and drawings of the artist's native city. mainly drawn from British collections; to Oct 11

BBC Proms, Royal Albert Hall Tel: 44-171-589 8212 Angel Magick: London premiere of this specially commissioned one-act opera by John Harle, conducted by John Harle in a staging by David Pountney; Jul 21 Faistaff: by Verdi. Semi-staged production directed by lan Judge. With the Monteverdi Choir and

Orchestre Révolutionnaire et Romantique conducted by John Eliot Gardiner: Jul 25 MUNICH OPERA FESTIVAL Bayerische Staatsoper

Tel: 49-89-2185 1920 Don Giovanni: by Mozart. Conducted by Peter Schneider in a staging by Nicholas Hytner, designed by Bob Crowley. Cast includes Alison Hagley; Jul 23 Elektra: by R. Strauss. Conducted by Peter Schneider in a staging by Herbert Wernicke, Cast includes Marjana Lipovsek; Jul 20 Simon Boccanegra: by Verdi. Conducted by Fabio Luisi in a

staging by Tim Albery, with sets by Hildegard Bechtler and costumes by Nicky Gillibrand. Cast includes Amanda Roocroft and Alan Ople; Jul 21

SANTA FE **OPERA** Santa Fe Opera

Tel: 1-505-986 5900 www.santaleopera.org Bestrice and Benedict: by Berlioz. New production directed by Tim Albery and designed by Jennifer Tipton. Susan Graham will sing the role of Beetrice, with Elizabeth Futral as Hero. The conductor is Edo do Waart, Jul 22

SCHLESWIG-HOLSTEIN

CONCERTS Schleswig-Heistein Music Festival

Tel: 49-431-567 080 Filarmonica della Scala: conducted by Rafael Frübeck de Burgos in works by Mendelssohr and Respighi; Musik- und Kongresshalle, Lübeck; Jul 21 Philharmonie der Nationen: conducted by Justus Frentz in works by Liszt and Bartok. With piano soloist Stanislav loudenitch; Schloss, Kiel; Jul 28

ST PETERSBURG

EXHIBITION State Hermitage Museum French Master Drawings from the Pierpoint Morgan Library: part of a historic cultural exchange, featuring 120 drawings, sketchbooks and

albums drawn from the Library's permanent collections. Highlights will include works by Cézanne, Delacroix, Ingres and Poussin; to Jul 25

against the idiocles of the

STUTTGART **OPERA**

Staatsoper Stuttgart Tel: 49-711-202090 Alcina: by Handel. New production by Jossi Wieler and Sergio Morabito, conducted by Alan Hacker, with designs by Anna Viebrock; Jul 20 Tosca: by Puccini. New

production by Willy Decker, conducted by Lothar Zagrosek; Jul 21, 24

TOKYO CONCERT

Suntory Hall Tel: 81-3-3584 9999 Nagova Philhermonic conducted by Ken-ichiro Kobayashi in works by Smetana and Saint-Saëns; Jul 20

DANCE Orchard Hall, Bunkamura Tel: 81-3-3477 9999

National Ballet of Spain: Jul 25

OPERA Arena di Verona Tel: 39-045-800 5151 www.arena.it

VERONA

 Toeca: by Puccini. New production by Giuliano Montaldo, with sets by Luciano Ricceri. Cast Includes Ruggero Raimondi and the conductor is Angelo Campor

(Zubin Mehta 7-14 Aug); Jul 25 Un Ballo in Maschera; by Verdi. New production by Giuliano Montaldo with sets by Luciano Ricceri. Conducted by Daniel Oren (Angelo Campori on Aug 26). Maria Guleghina sings; Jul 24

YOKOHAMA EXHIBITION

Sogo Museum of Art Tel: 81-45-465 2361 Aubrev Beardsley; more than 200 drawings, prints, posters and books created during the brief period of the artist's fame; to Jul

■ TV AND RADIO WORLD SERVICE

BBC World Service radio for Europe can be received in west Europe on medium wave 648 kHZ

EUROPEAN CABLE AND SATELLITE BUSINESS TV

 CNN International Monday to Friday, GMT:

06.30: Moneyline with Lou Dobbs 13.30: Business Asia 19.30: World Business Today 22.00: World Business Today Update

05:07; 06:07; 07:07; 08:20; 09:20; 10:20; 11:20; 11:32; 12:20; 13:20;

Business/Market Reports:

At 08:20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens

Malaysia's reality check

After months denying the depth of his country's crisis, there are signs Mahathir may be ready to take appropriate action, says Sheila McNutty

disaster struck Asia last year, Mahathir <u>Mohamad, Malaysia's prime</u> minister, said that, for his country at least, the crisis would be over in six months. Malaysia did not need structural reform. Its economy would grow - albeit modestly - in 1998. The banking system was not in danger. And Malaysia would never undertake reforms prescribed by the International Monetary Fund in return for financial assistance.

Twelve months later, those words ring hollow. Economists are predicting the economy will shrink by at least 5 per cent this year. the first contraction in 13 years. The likelihood that Malaysia will be forced to seek IMF assistance is

"They don't need it now. But as the economy deteriorates further, it becomes a Maher, economist at ING

Even experts have been surprised by how swiftly the economy has worsened. The lack of transparency in private accounts makes assessing the depths of the crisis of an already timid media will make it harder.

But the economy is slowing so fast that windowdressing is no longer enough. True, Malaysia does not have the high level of foreign debt that overwhelms its neighbours. The near-halving in the value of the ringgit has not hurt as much as devaluations elseat 170 per cent of gross domestic product, was the highest in south-east Asia when the crisis struck. Banks are so overwhelmed with mounting unpaid loans

some believe they will loans by 1999 - that they have all but stopped lending. has nurtured for 17 years. Share prices have plunged so far that 97 companies traded below their initial public were given privileges in offer prices this year.

cash. They want to sell A race-based affirmative a last stab at doing it his assets, but few Malaysians action policy, financed by way. He hopes to get money



progress,

ing those years of affirma-

tive action and "corporate

cronyism" for stifling com-

petitiveness. They say the

lending that now over-

bours. Either it can drag the

get it over with. "The econ-

adjustment process," says

Kostas Panagiotou, senior

economist at Kim Eng Secu-

rities. "There is no going

gone from bad to worse, Dr

Mahathir appears to have

realised this. Over the past

few weeks, he has disman-

tled Malaysia's austerity

package and sidelined its

author, Anwar Ibrahim. He

has elevated Daim Zainud-

din, his confident and chief

economic adviser, to the cab-

inet to oversee a new expan-

But, despite the change of

sionary economic policy.

- with or without the

Many economists argue

whelms banks.

are buying. In a rare show of years of rapid growth, boldness, the Securities Commission said it wanted the foreign equity limit in local stockbroking firms to rise to 70 per cent (from 49 per cent) to support those in trouble. Though its request was turned down, Anwar Ibrahim, finance minister and deputy prime minister, indicated last week that Malaysia might review foreign ownership restrictions for

some companies. It might have to. Even hig and well-placed companies are succumbing to the economic battering. Time Engineering, a unit of Renong, an infrastructure conglomerate with good political connections, last week became the latest in a string of companies to seek court protection

But Dr Mahathir has thus far bitterly resisted any attempt to let foreign investors assume control of local companies. He fears that if he opens the door to them and, by extension, to the account for one-third of all IMF, it could sound the death-knell of a system he Through his "national ser-

vice" system companies return for performing (unprofitable) public deeds.

M\$40bn to recapitalise Dr Mahathir is seeking aid from multilateral agencies, and wants to raise cash-

through bonds issued to foreigners. Obtaining credit should be possible given Malaysia's relatively low forelgn debt, but raising money in the international capital markets might take more time than Malaysia can Dr Mahathir has not

out IMF strings attached.

Malaysia wants to spend

M\$12bn (\$2.9bn) on infra-

structure and social develop-

ment; it needs M\$25bn to

buy non-performing loans

and assets from financial

institutions: and economists

reckon it could require up to

exactly endeared himself to investors with his endless haranguing. For the past 12 months he has accused for eigners of abandoning Malenabled the historically aysia's markets as part of a conspiracy. And only weeks poorer. Malay majority to lent Asian backlash if foreigners took advantage of the crisis by seizing control

policy of "growth at all Neither can investors be costs" caused the imprudent certain what homespun remedy Dr Mahathir will choose to finance next. Nor can there be guarantees that that Malaysia will have to money will not be wasted on reform, just like its neighreviving the broken businesses of the well-connected process out à la Japan or Any bonds issued by Malaysia will doubtless carry a omy has to go through the substantial risk premium. This is Dr Mahathir's final

effort to avoid opening up the economy. But there are signs that he is preparing to give ground. The very fact that his government admits the economy will contract even though it is still underestimating the depth of the recession - suggests he knows he is facing the biggest crisis of his career. Recent comments indicate

Dr Mahathir would rather be remembered for reviving the economy than bankrupting the nation. "If we still cannot solve the economic problems, mavbe one dav we will have to bow to the IMF." he heart, Dr Mahathir is having said in a revealing moment That day may come sooner

LETTERS TO THE EDITOR

Oil and gas industry best prospect for triggering Russian growth

From Mr Frank Duffield.

giving Russia a financial support package capable of providing the breathing space needed to pursue the reform policies to which this Russian government appears to be committed. However, this breathing space will be to no avail if

measures are not taken now to encourage long-term and sustainable growth in the Russian economy. Investment in the regeneration and further development of Russia's oil and gas industry offers the best and, possibly,

I have had the privilege of managing until recently the lenders have made clear one oil and gas project in that, in common with other Beckenham, Russia (the Sakhalin II proj- projects, they will find fur- Kent BR3 4/B, UK

Russia" (July 13) explains invested over the past three passage of legislation to provery cogently why there is years. I have experienced at "no sensible alternative" to first hand the immediate and fiscal basis for investpositive social and economic ment. ipact such investment has had at the regional level. At such as a tax code and prothe same time I have experi-enced the challenges of sessing and managing the risks of such investment in the current Russian fiscal

The Sakhalin II project was able to get under way, with the support of finance from the European Bank for struction and Development and other multilateral the only prospect for trigger- credit agencies, due to a number of particular circum stances. But investors and

Those challenges are formi-

ect) in which significant for ther investment very diffi-Sir, Your leader "Aiding eign capital has been cult to justify without the vide a stable, long-term legal

A number of measures

duction sharing laws; have been pending for some time. It may not be appropriate to include enactment of these in a list of policy conditions to be prepared by the loterand legal environment. national Monetary Fund. But it is critical the Russian government the pressed to progress this legislation. Without it investment will not occur and the support package will be no more effective than a bandaid applied to a slashed artery.

Potential for expensive confusion

From Mr Giles Davison. Sir, The current discusrions about Emu and the introduction of the euro have not yet recognised a potential source of consider able confusion for UK traders buying and selling goods and services with trading partners in the 11 participat ing states. These trading relations, negotiations and individual contracts will inevitably use the official EU exchange rate in the format of 1 euro = Z GBP.

It had been thought that

follow suit but, if market reports are correct, apparently some banks plan in traders to continue to quote the euro in the form 1 GBP = . X euro. These are probably still mainly plans, but in the forward forex market there must already be an increasing volume of transactions involving UK tradets maturing in 1999.

methods of quoting the exchange rate for the euro can only lead to confusion. misunderstanding and losses for UK traders doing business in euro within the EU, the UK's largest market

It is to be hoped that all banks will on reflection use the 1 curo = Z GBP format in their retail business.

Giles Davisor

Share price a fair measure of management

Sir, Brian Fenwick-Smith "management remuneration should return to a link with long-term performance of the company" and against tying remuneration to the nerformance of shares. I agree with his first point. but would argue that measures based on the share price provide the best way of establishing such a long-

term link. tion to accounting perfor- not evidence of short ter- London EC2M 7LE, UK

profit or earnings per share reflects the reality that the argues (Letters, July 15) that is far more likely to encourage short-term decision mak- and that expectations of the ing. Financial and management accounts contain only historic information, while the market discounts a company's future prospects in its ers, taken over a sufficiently share price. Investment in long period still appears to the future can therefore be reflected in the share price, while the accounts will record only the short-term

Volatility of share prices is 4 Broadgate,

the total return to shareholdbe the best available at pres-Malcolm Kitchen

world is an uncertain place

future can change quickly.

Houre Govett,

All lose out by Commission's extra duties on cotton fabrics

From Mr Mathew

Sir, You reported ("Brussels action wins support", July 14) that four EU states - Italy, France, Spain and Portugal – defended the European Commission against strong protest by

import duties on unbleached cotton fabrics from six eastern countries.

eight states about the dure of the Commission in sion they are beneficiaries of "regrettable decision" of the confirming dumping on the the Commission's incorrect Commission to impose extra basis of "constructed", action. In reality, they are as namely made up, figures. much losers as the eight The disclosure documents states which protest, issued by the Commission in These states are either April bear out that the val- Mathew Kallenmann, unaware of, or deliberately ues were "constructed". The 61 Bloom Street

ignoring, the faulty proce- four states are under an illu- Manchester M1 SLY, UK

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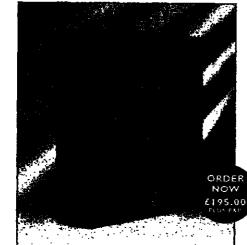
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Lessons from the past

nearer, it is a sobering thought that as many cur rency unions have collapsed during the 20th century as have been created. The Austro-Hungarian empire, Czechoslovakia,

Union have all seen political disintegration accompanied by monetary dismemberment. Only five significant currency or exchange rate unions have been created, of which four survive (the tary union, the CFA zone in francophone Africa, the Common Monetary Area in southern Africa and the East Caribbean Currency Area) and one has collapsed (the

Bast African Community). Using historical parallels duced and shortly after- London School of Econom-to assess the prospects for wards the dollar became the ics, calls seignorage the "rev-European monetary union is not easy because there is no precedent for the creation of a cross-horder monetary alliance on anything like this scale. But there are some lessons from the ways in which nation states have asserted. shared or surrendered monetary sovereignty in the past

counsellor at the International Monetary Fund, expresses the conventional view of monetary sovereignty thus: "Virtually all the world's nations assert and express their sovereign authority by maintaining a distinct national money and protecting its use within their respective jurisdictions. Money is like a flageach country has to have its

But although money has been used since the dawn of modern civilisation, it was not until the 19th century monopolise control over its issue and management. Until then foreign coins could enter a country and cheulate without particular restriction.

almost one-quarter of the coins circulating in the France, Portugal and Brazil rency costs a government to Jacob Frenkel and Morris rency costs a government to Goldstein shows, the D-Mark by Benjamin J Cohen, Coring explicit protection from can command from the lags behind the dollar in nell University Press 1998.

History suggests that successful currency most dimensions that deterunions depend on political objectives

Indicators of international	
1=greatest, 3=least	
Characteristic/redicator	Germany US Japan
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Control of inflation	77 10 44 7 2
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Private holdings abroad	72
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Man District Fore Management of the Control of the

Federal legislation. During private sector. Of value even the 1850s new US silver and copper coins were introcountry's sole legal tender. Fully fledged national currencies emerged in Europe and Japan at around the same time in the wave of

decolonisation that followed the second world war it was taken for granted that each nation would want its own central bank and currency. hat remain relevant. More recently, the Battie Michael Mussa, economic states of Estoria, Latvia and Lithuania saw the creation of new currencies as a natural complement to their newfound independence when

ence For example, Panama's use of the dollar allowed the US to cripple its economy while trying to displace General Manuel Noriega in 1988. Entering a monetary alli-ance, such as a single currency, dilutes all these gains. But there are benefits too. found independence when the Soviet Union dissolved symbolism works both ways.

in normal times, Charles Goodhart a professor at the

London School of Econom-

enue of last resort". Third,

the scope to influence eco-

'Not a single monetary union in the past came about because of a recognition of economic benefits of the union'

in late 1991. The other republit is conventional wisdom

rouble zone, but it tary union in Europe is collapsed as they scrambled driven as much by the desire to appropriate real resources to promote political union as with money in effect printed by an assessment of ecounwillingly in Moscow. nomic pros and cons. The Benjamin Cohen, at the repeated efforts to forge a ics surely enters the equa-University of California workable monetary union in tion again. Europe's sense of (Santa Barbara), says nation the German "Zollverein" The experience of the US states gain from monetary customs union last century among its political elites was typical. As late as 1830 monopolies in four ways.* had a similar motivation. First, as in the Baltic Another gain is an delivers a poor economic states, political symbolism.

Another gain is an delivers a poor economic improved power position in outcome, the political glue

lics tried to maintain the that progress towards mone

mine a currency's internacloser fight, although not as quickly as some might like. Reconomists argue that monetary sovereignty should be pooled if the microeconomic benefits of reduced transaction costs, greater price transparency, industrial specialisation and increased trade and investment flows outweigh the macroeconomic flexibility that has to be sacrificed

and the external disturbances an economy faces. But as Paul de Grauwe, at the Catholic University of Louvain, says: "Not a single monetary union in the past came about because of a recognition of economic benefits of the union. In all cases the integration was driven by political objectives."

This depends on many vari-

ables, including wage flexi-

bility, fiscal arrangements

nomic activity by changing Professor Cohen argues interest rates and the that political factors also exchange rate. Fourth, insudetermine whether currency lation from foreign influunions survive. Two characteristics matter. First, is hegemon) willing to keep the arrangement functioning effectively on terms acceptable to all? Second, is there a genuine sense of community that will override the temptation for a participant to exploit its fellows or exit? Where both are present.

they are a sufficient condition for success," he argues. "Where neither is present, unions erode or fail." The Belgium-Luxembourg monetary union typifies the former; the East African Community typifies the latter. What of Emu? One of the arguments for the single currency is that it waters down the hegemonic role Germany played in the European

exchange rate mechanism. As for a sense of community. it has been strong enough to drive the process so far. But it is here that economthan its electorates. If Emu country were Mexican pesos.

Second, seignorage – the dif. relation to the outside world.

Gold coins from Britain, ference between what a car. As the table constructed by withstand popular dissent.

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hen United News & Media, the British

media company,

launched an inter-

net site carrying up-to-date for

eign exchange and bond market prices this spring, its ambitions were modest. "Reuters, Bloom-

berg and Bridge have a fantastic wealth of content, but most cor-

porate treasurers do not need that much," says Bill Foy, who

runs the Money and Bonds site.

For £50 a month, subscribers

can check rates for foreign

exchange swaps and bonds sup-plied by United's money-broking

subsidiaries Garban and Harlow

Butler. This compares with the

\$1,200 (£730) a month charged by

Bloomberg, the US company that

is one of the big three global pro-

viders of real-time financial data.

Bonds show the way the global market for financial information

is changing. At one end, some

people are willing to pay pre-

mium rates for highly sophisti-

cated real-time information. But

others - potential subscribers of

the United News service - want

cheaper access to more basic

data. For the first time, invest-

ment managers, corporate man-

agers and private investors can

get at some of information once

confined to banks and brokers

subscribing to private networks

such as Bloomberg and Reuters. "The financial world is starting

to become more democratic,"

says Thomas Wendel, chief exec

utive of the US company Bridge

Information Systems. "The rate

of growth is significant and will

continue to be strong for a long

time. There are more affluent

people in the world, and more

money is being put in the hands

According to some estimates,

the market for real-time data

used in financial trading could

grow to £9bn by 2002, compared

with about £7bn today. Demand

for historical and analytical data

used by fund managers to make investment decisions is growing

even more rapidly. Yet such rosy

prospects have, if anything,

sharpened competition among

Dow Jones, publisher of the Wall

Street Journal, for \$510m. Last

week, it paid an estimated \$150m

for Automatic Data Processing,

Bloomberg and Reuters have

the largest companies:

berg's database.

of money managers."

Initiatives like Money and

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Potential for expensive confusion

FINANCIAL TIMES

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Monday July 20 1998

Bringing tyrants to justice

Fifty years after adopting the long-standing antipathy to the United Nations' universal declaration of human rights, the international community has taken another historic step. The Rome agreement to create a court to try war crimes is a landmark in the quest for a more decent world.

Bringing tyrants and torturers to book will still be difficult. The court can act only if the country where the atrocity has taken place is a signatory to the agreement. Nor does the treaty make the use of chemical and biological weapons a criminal offence, and it has madely for internal conflicts. and it has inadequate provision Despite these and other weak-

nesses the treaty is a great achievement. For the first time, there will be a permanent court, based at The Hague in the Netherlands, with its own independent prosecutor, staff and 15 judges. They will try cases of genocide, crimes against humanity, war crimes, and aggression.

There would be more reason to celebrate, however, if the United States had been a signatory. Instead it has joined China, Sudan and Libya as one of the handful of countries voting

Washington remained adamant that US troops serving around the globe should be subject only to justice meted out by US courts. This reflected the fear that its soldiers serving abroad could become vulnerable to politalso had much to do with the in international affairs.

powerful chairman of the Senate foreign relations committee. Yet the treaty includes ade-

quate safeguards against improper use of the court's powers. This will complement, not replace, national judicial bodies, intervening only when a domes tic legal system has been shown to fail. There are also measures to prevent the prosecutor from abusing the office. And in an attempt to secure the agreement of Washington and other waverers, the treaty contains a clause that allows signatory states a seven-year opt-out from provisions regarding war

These terms were sufficient to allay the concerns of France, which like the US has troops stationed across the world, as well as Britain, Canada and other governments usually sympathetic to Washington's viewpoint.

The hint by the US that it will now "actively oppose" the court from its inception and review its troop commitments in Europe and elsewhere seems unfortunately petulant.

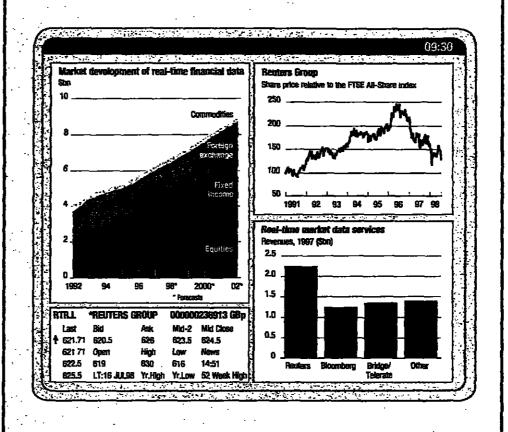
Ratification of the treaty

requires the signatures of 60 countries, a process that could take up to five years. In that time the superpower that sees itself as guardian of the world's conscience should think again. Otherwise it could jeopardise its ically motivated prosecutions. It claim to the moral high ground

What price information?

Reuters, Bloomberg and Bridge are locked in battle. But, says John Gapper, freer access to financial data could challenge all their businesses

Terminal conflict: the market for financial information



Military markets

The termination of the merger obtain value for money in probetween Lockheed Martin and curement in other ways than Northrop Grumman has sent a encouraging mergers and acquisi-confused signal to the US defence tions. The restructuring since industry. But it does not mean its 1993 will not result in lower costs years of consolidation.

possible deal on the scale of tial overcapacity. It also needs to Boeing's purchase of McDonnell push forward with reforming pro-Douglas or Raytheon's of curement along commercial Hughes. But there are other lines, so that companies that are to attack Bloomberg's dominance smallerPentagon suppliers that not specialists are prepared to do | in bond-pricing data and analytcould change hands, and North- business with it. This would rop's days as an independent drive down prices. entity still seem numbered, with Lockheed at the head of the queue for its assets.

The US government's block on the merger, and its refusal to accept compromise offers, has left the Pentagon's policy on consolidation of the industry opaque abruptly by a red one. The Penta-

payer, the Pentagon should ment more open to foreigners.

structure is to be frozen after five unless companies that have survived become leaner - and the It is true that this was the last. Pentagon is still funding substan-

> Having enough players to make a competitive market is important. But in an industry requiring large development spending to make a relatively small and dwindling quantity of products, the playing field has to be global: to this extent, Wash-

both been trying to extend their brands among retail investors by licensing their information for ington's stance on the Lockheed/ Northrop deal may be misguided distribution, with Bloomberg But a different view may be paying America Online to distribtaken from Europe, where much ute its news services. Yet they restructuring remains to be done. face competition from internet suppliers such as Quote.Com and Its companies will need to compete with US rivals such as Lock-Microsoft Investor which now heed that will want to expand into Europe as they reach the limits of domestic growth. The US experience provides several

supply 20-minute delayed data. "We are in a strong period, but it is nothing like the boom of the 1980s when demand for screens lessons: clarity of competition took off," says Andrew Delaney, policy is vital - so far, there has been no signal from competition editor-in-chief of Waters Information Services, which monitors real-time data. "The companies marketplace must work both hope the pie will grow from delivering data in new ways, but that ways: Europe has to keep presis by no means proven."

• Bridge has been on a buying market has brought considerable uncertainties to the big three, spree that has seen it overtake Bloomberg by number of termi-nals installed in trading rooms. and those that would challenge them. The battle is on to see which of them will prosper as the In March, it bought Telerate. which provides bond data, from established wholesale market grows more competitive and complex. The scrap will be fought out as information providers try to find new customers among pri-

● Reuters has been pushing much for terminals as professionaggressively into the US, trying als on trading floors. wholesale market is to combat a threat of a cyclical downturn in ics. Its effort was disrupted eardemand. This could be provoked lier this year when it emerged that Reuters was being investiboth by the consolidation of gated by a US grand jury over investment banks and by the allegations that it had taken profinancial crisis in Asia. Michael Bloomberg says the rate of prietary information from Bloomgrowth in Bloomberg terminals

which supplies real-time US equi- vate investors and corporate

has slowed, and analysts are awaiting Reuters' interim results this week for signs of similar A second challenge is the growing tendency for the largest companies to compete in each other's traditional areas of specialism. Just as investment banks such as Goldman Sachs and Salomon Brothers have expanded out of niches in equities and bond trad-

ing, so information providers have followed. They now offer a vast range of data across many The costs and risks of operating in this manner are large. Mr Bloomberg argues that he is not worried about competitors trying

to break into the US corporate

The changing nature of the bond-pricing business because it for established firms is to mainis so expensive to try. "We have tain their grip on distribution as 1,200 odd people working on that technology advances. Much of business, and they have been the business of operators such as doing it since 1981. It is a massive Telerate was founded on redistritask," he says. dealer brokers such as Cantor

The risks were shown by Dow Jones, which sold its Telerate subsidiary after realising it kers are now able to distribute the difficulties of making any needed to invest \$650m just to such data in other ways. update the technology. "When you let yourself slip, you can fall financial markets also means managers unwilling to pay as down a very steep and slippery that large banks and brokers intermediaries.

much for terminals as profession- slope," says Jean-Claude Mar- want to combine data from sup- Mr Wendel of

> development. Probably the greatest challenge has been increasing pressure on

Main competitors

British publicly quoted company capitalised at 28.9hn, founded in 1850 by Paul Julius Rauder to carry stock merket prices between Brussels and Archen by pigeon. Grew in the 1980s by providing foreign exchange prices. Remains the largest competitor in equilies and foreign exchange, and is trying to expand in US bonds

Private US company lounded and 80 per cent owned by Michael Bloomberg, a former equities trader and technology specialist at Salomon Brothers, the investment bank. Distributed proprietary information via its own network, specialising at first in bond merket ion, including pricing models and historical data

Bridge/Televiste
Private US company tounded in 1974 by investment managers, bought in 1995 by the investment fund Weish, Carson, Anderson and Stown, Originally specialised in US energy and commodities pricing. Expanded by buying Knight-Hidder Financial for \$2750n in 1996, and Televiste from Dow Jones for \$510m last.

Factset, a software company based in Connecticut, has its own network that blends historical data from different suppliers, Telecommunications groups such as Bell Atlantic want to do the same for real-time data. The danger for the information companies is that they could lose control of branding and distribution. Mr Flaschen of TFS, a division

of the Canadian newspaper com-pany that owns financial information businesses including ILX Systems, the US equities datase, says it has focused on owning data rather than distribution networks. "The difficulties of finding distribution are decreasing. It is not a sustainable competitive advantage," he says.

There are similar challenges in the emerging corporate and retail markets, where Reuters and Bridge have started to offer lower-priced selections of data rather than insisting that all customers pay premium prices. Reuters has just launched Reuters Plus, a terminal offering basic data to retail brokerages for up to \$300 a month.

Mr Bloomberg has so far resisted this approch. He prefers to hold his standard price for a terminal while packing more information into it. "He is going with a high-priced product and a pretty rigid stance, and I wouldn't think he will sell many going forward," says Mr Wendel

Mr Bloomberg admits he is "trying to raise the bar by convincing customers they need more sophisticated things". The Reuters and Bridge approach does carry risks. Instead of gaining customers from Bloomberg, or attracting people who have not subscribed to any financial network, they could find their

existing customers trading down. Mr Bloomberg believes the mid-market of brokers and corporate executives is unattractive because cheaper services are being undercut by free distribution of basic data. "The guys in trouble are the ones that supply \$100 or \$200 terminals because the difference between that and what you get free on Yahoo.com is very small," he says.

On the face of it, the retail market is least attractive of all, given the plethora of 20-minute delayed stock information and even charting tools now distributed Fitzgerald or Garban. These bro- free via the internet. Yet despite money at all, each of the three Growing sophistication in companies is seeking to distribute data - to the point of paying

Mr Wendel of Bridge says that ds on trading floors. chand, head of Europe for Reupliers in their own ways, rather the broad distribution of its data. The first challenge in the ters, which invests 7 per cent of than relying on firms like Bloomvia the internet and other netannual turnover on research and berg to provide a finished - works can more than triple the aggregated - product. The result number of its customers from the 300,000 terminals it will have following the ADP deal. "It does not take a big leap of religious faith to think we can have 1m customers by early next century."

Quite how much revenue these new customers will bring is an open question. If the big three succeed in spreading their brand names and services across all financial markets, they may establish as firm a foundation from which to build profits as they held in the past when only financial traders used them.

Yet competition is already proving tougher and more volatile than in the past, as initiatives such as Money and Bonds demonstrate. Mr Foy readily concedes that his web site will never compete on the trading floor. But he says it has its place. "The balance of power has changed from the days when the content aggregators ruled the world."

Iraq's ruin

Last Friday Saddam Hussein hinterland and industrial powercelebrated the 30th anniversary house of the Arab world, he of the coup that brought his wanted Iraq to be a regional mili-Ba'ath party to power in Iraq. With characteristic vainglory, he told his suffering people that United Nations sanctions in force since his 1990 invasion of Kuwait were crumbling, but that if they were not lifted this year, he would again defy the world.

An Arab leader who first met Mr Saddam shortly before he seized total power in 1979 recalls that in the car ride from Baghdad airport the Iraqi leader estentatiously put a pistol on the seat between them. He remembers thinking at the time that "we are going to have a problem with this man". But who could have guessed how total would be the ruin the Iraqi despot has brought

upon his people? When the pan-Arab nationalist Ba'ath (Renaissance) party took all his weapons of mass destrucpower in 1968, Iraq had a per capita income of barely \$600, in 1990 dollars. The two oil shocks of the 1970s had raised this to \$5,521 by 1980. By then Saddam had eliminated all potential rivals. Iraq was taking off. It had oil, it had water and it had built one of the best education systems

in the developing world. But oil wealth and Egypt's withdrawal from the confrontation with Israel through the Camp David peace treaty of 1979 gave Mr Saddam other ideas. Instead of being the cultural the Arabs".

tary power. By the end of the savage 1980-88 war against Iran. Iraqi per capita income had fallen to \$3,590, and would have been much lower but for \$80bn in Arab and western loans. The cost of his next adventure in Kuwait was much higher. By 1995, sanctions had reduced per capita earnings to \$336. Even with the relaxation of the embargo from 1996 through the oil-for-food facility, many Iraqis are close to star-

Whereas it used to be said that Arabic books are written in Cairo, published in Beirut, but read in Baghdad, it is more common in the Iraqi capital now to see people selling off their libraries to feed their children.

By refusing to come clean on more than \$100bn in oil revenue. and all but written off the future of the next generation of fragis. It does not look as though he plans to stop there. A new crisis seems inevitable, with most bets placed on the autumn.

There is only one way to avoid it. Baghdad must comply with UN weapons inspectors and then demand that sanctions be lifted. That is the best hope for the Iraqi people - not another adventure by the self-proclaimed "Sword of will create enough diversions to distract him from getting on with it.

Hung up

that plucky little chunk of rock southern tip of Spain, is causing more problems in the diplomatic salons of Madrid and London.

now there's a beauty of a bust-up brewing over telephone lines - and it seems to be going all the way to Strasbourg. Apparently the 30,000 telephones ringing around the rock are routed via a Cadiz sub-station and the authorities want an extra 2.000 lines. A request was duly submitted

Family ties

It was a frustrating weekend for the Central Asian republics Kazakhstan, Kyrgyzstan, Tajikistan and Lizbekisten. They were all of a summit.

journey to the summit - In the

Kyrgyz resort of Cholpon Ata was too much for his high blood pressure. "He's only human," said Kazakh President Nursultan

Nazarbayev - which is more than some heads of state are prepared to say about their colleagues. But if Cholpon Ata did witness one alillance, it did see another: the wedding of Aidar, son of Kyrgyz President Askar Akayev, and

Nazarbayev's daughter Aliya. Tying a dynastic marriage into a meeting of rulers may seem quaintly old-fashloned in an era of olobalisation, the internet, soin doctors and the Spice Girls. But there never was much harm in keeping on the right side of the

Fuel effect

Pakistani oremier Nawaz Sharti's cash-strapped government is trying to ease the pain of the weekend's huge petrol price rise by claiming that it's a tex on the rich. The official line is that by

freezing the price of kerosene, used by the poor in their stoves, and of diesel to keep trucks and farmers' tractors running, the extra \$200m tax will be coming from the pockets of wealthy petrol users. That might have worked a

decade ago, but rich Pakistanis have taken to four-wheel-drives in recent years. It's the height of fashion to be seen in a Toyota Landcruiser or Mitsubishi Paiero. swenning pest the Suzuki light trucks which are the mainstay of transport for the poor.

Observer invites readers to guess which vehicles run on diesel and which on petrol.

buting information from inter-

Bloomberg, Reuters and Bridge

to supply raw data for others to

reluctant of the big three to do

this, although its Open Bloom-

berg now allows limited manipu-

lation of data. In contrast, Reu-

ters has made a virtue of

supplying data in an open form.

Our view is that most of our

customers know exactly what

they want, and how to get it

themselves," says Mr Marchand

that it is too expensive for most

banks to manipulate data. "Some

customers want to do it them-

selves, but I think it will be a

short-lived experiment," says

David Flaschen, president of Thomson Financial Services. Mr

Bloomberg concurs: "The IT guys

will say they can replicate us, but

there's no chance in hell of that."

Yet there may be alternatives.

Others are sceptical, arguing

Bloomberg has proved the most

manipulate.

Coconut shy

What next for Eduardo Cojuangco, the former business cronv of the late strongman Ferdinand Marcos? Fresh from his recent coup at brewing outfit San Miguel, to which he returned as chairman and chief executive this month, Cojuangco nicknamed Pacman for his insatiable gobbling up of companies in the 1970s and 1980s has his eyes on United Coconut Planters Bank, which he also used

to run in the good old days. Last week, the entire board obligingly resigned in preparation for his return. Perhaps they were setting an example to bosses of nother 250 or so sequestered companies that most observers expect him to get his hands back on now that his old friend Joseph

presidential palace. In a telling sign of who really is running the show, local media recently got hold of a tape of a discussion between the two men, in which Columngco tells Estrada: "Don't call me boss in public."

Estrada has moved into the

Estrada, you see, is nothing if not loyal to friends. Which is why the government plans to settle the tax evesion suit against Lucio Tan, the Chinese-Filipino tycoon who was another big donor to Estrada's campaign ldtty. Who sald crony capitalism is going out of fashion in Asia?

Financial Times 100 years ago

Shanghal, 16th July. The disturbances between the French saliors from the warship Eclaireur, the French volunteers and the Chinese have resulted in the deaths of between 25 and 30 of the last. Yesterday 200 men were landed from the "Marcopolo" to co-operate with the French in keeping order, and the night passed without disorder. The Chinese, how have desected the French ettlement. In which some miles of houses are now standing empty. By order of the Nang-Po Guild, the natives are arranging a general boycott of all foreigners. Business is suspended.

Life in Dawson City Dawson City, via Victoria, B.C., 23rd June. During the last three weeks newcomers have been priving here at the rate of nearly 1,000 per day. The lake rivers on the way are crowded with boats heavily laden with supplies and manned by people who seem as careless and lighthearted as holiday-makers. At many points where the navigation is easy, the throng of boats presents all the appearance of a regatta, but at the dangerous spots the wrecks and accidents, which are of hourfy occurrence, produce a more serious mood.

- especially as a long sequence of green lights was followed gon professes itself to favour both consolidation and competition. It has given no indication that it would block future deals unless they raise anxieties about the combination of vertical and horizontal integration as they did over airframes and electronics in the Lockheed case. The sale of Tracor, a defence electronics company, to GEC of the UK was cleared quickly. Further tests anthorities. And the global will be needed to establish the

Pentagon's stance more exactly. For the benefit of the US tax- sure on the US to make procure

Foreign referee

Would-be foreign ministers don't usually have to obtain references from their counterparts abroad, but the UK has been dragged into the row over Jan Kavan, the Czech Social Democrats' controversial nomines. The Foreign Office has persona non grata in Britain, as some opponents have claimed, but a "trequent and welcome visitor". Kavan ran a dissident network

from London in the 1970s and 1980s, making many friends in the British Labour party, some of whom are now ministers. Czech rightwingers hate leftwing dissidents - they like to equate all leftwingers with the old regime and have used bits of old secret service files to smear him.

Kavan had to go to court to clear his name of a charge of co-operating with the Czech secret police while in London. He then obtained a letter from foreign secretary Robin Cook nailing the canard that he had been convicted of perjury in a British court. Even President Vaclav Havel, the

indicated last week that Kevan might be too controversial to be foreign minister, though the Foreign Office's comments reported in the local media - have helped lay those doubts to rest. Kaven's enemies seem to have falled to stop him getting the job: the question now is whether they

OBSERVER

Get a gunboat ready. Gibraltar, ruled by Britain but perched on the

Things seemed to have taken a turn for the better recently, but

but the Spanish - in a classic case of "don't phone us, we'll phone you" - have refused to cough up the extra capacity and the issue is now on its way to the European Court. Let's hope it can get through when it rings with the

country's most famous dissident, ready to sign a joint declaration on regional security when they found themselves one head of state short

Uzbek president Islam Karlmov decided at the last minute that the

FINANCIAL TIMES

MAKING A WORLD OF DIFFERENCE PRIVILE HINT

AND THE PERSON NAMED IN COLUMN

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MONDAY JULY 20 1998

THE LEX COLUMN

Divvying up defence

The highly-politicised restructuring of the European defence industry would challenge even the most agile corporate financier. But signs that the Spanish government is considering selling 25 per cent of Casa, the military and civilian defence group, to one of its Airbus partners are encouraging. With similar positive noises about the need for a private defence sector in France and Italy, commitment to aliminating incompatible private and public ownership structures can no longer be doubted. Once Europe's defence companies are all in private hands, creating the desired European Aerospace and Defence Company (EADC) will become signifi-

With the French state-owned Aerospatiale rightly ruled out as a home for the Casa stake, British Aerospace and Daimler-Benz's Dasa are the remaining buyers. For British Aerospace, increasing its weight in the Airbus consortium would be one reason to buy the stake. But gaining majority control of Eurofighter - by adding Casa's 13 per cent workshare to its own 37.5 per cent - would be the bigger

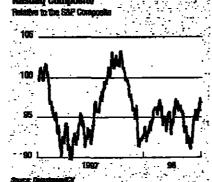
BAe, having purchased a stake in rival manufacturer Saab, would be well-placed to drive a good deal for its shareholders in any eventual shake-out to create the

However, since Daimler remains commited to Dasa, the Germans will be unlikely to walk away from the deal. The Spanish government may soon have an

US technology

Technology stocks are red hot again. This year's 28 per cent gain in the Nasdaq Composite index, which shot through 2,000 last week, puts even the surging S&P 500 to shame.

There appear to be three elements to this rally. First, the hope that tech stocks, having been hit early by Asia's shockwaves, will also be quickest to recover. Witness the recent sharp rallies in both Intel and Oracle after they signalled that the worst might be over. Second, anything remotely connected to the internet has boomed this year. Yahoo! which runs an internet site, is now worth nearly \$9hn. But while the internet phenomenon has caught the eye, most of Nasdaq's gains



have actually come from investors' relent less pursuit of the big blue chips. Deli Computer has more than doubled during 1998 and Microsoft is up over 80 per cent. This has pushed valuations to fresh extremes. Microsoft is now trading on a

1999 price earnings ratio of more than 50 times at a period when a dearth of important product launches has slowed earnmes growth to around 20 per cent. Meanwhile, Yahoo! is trading at almost 40 times forecast 1999 revenues. There are undoubtedly fortunes to be made from the irresistible rise of the net and the increasing pace of technological change generally. But to justify these sorts of ratings, today's companies will all have to be on the winning side - and hugely so. That ns most unlikely.

UK casinos

First the wound, then the bandage. After a vigorous pummelling from the UK Treasury - which whacked up the top rate of gaming duty from 33% per cent to 40 per cent in the March Budget - the Home Office last week offered the soothing balm of deregulation. Not before time. perhaps. The National Lottery, looser advertising restrictions on bingo and more appealing betting shop-fronts made a mockery of the 1968 Gaming Act's aim to curb public appetite for gambling. Casino stocks, such as London Clubs and Capital Corporation, lagged behind the market on doubts over whether the Labour government wanted to level the playing field for a sector seen paradoxi-

CONTENTS

cally as both elitist and exploitative. Las week's proposals will affect different stocks in different ways. For provincial casino operators, such as Stakis, the bene fits from allowing limited advertising and group membership look small. The main beneficiaries are the big London casino operators. Postal applications will get round current curbs on impulse gambling. This could spawn a gambling-ori-ented product within the fast-growing eekend break market. And an incress in the number of permitted jackpot machines with £1,000 prizes should attract neople not off by more serious gambling

But investors should be aware that deregulation has a flip-side. As the recent addition of two new London casino licences to the existing 21 shows, barriers to entry will come down too. Competition for nunters will only increase.

What should gas traders be paying to store their gas? We are about to find out. British Gas's monopoly in UK gas storage is hardly the stuff of a gripping business epic. But it is enough to goad Clare Spot tiswoode, gas regulator, into the ring. She would like to usher competition into areas, like storage, which she deems are not "natural" monopolies.

Under the regulator's proposals. BG would auction off rights to about 45 per cent of its total storage capacity, but would retain ownership of the facilities. The question is what impact this will have on storage prices, and ultimately on the value of the underlying assets. An auction, compared with the current fixedprice system, could well lead to lower

If storage prices do fall, the market value of BG's assets is likely to be less than their regulated value. But given that this is around £750m, compared with the £11.5bn of BG's other regulated assets, the scope for mass shareholder value destruction is limited. Indeed, BG's relaxed response suggests it expects its final sparring session with Ms Spottiswoode be her departure to be a fairly relaxed affair. Her proposals may even be quite useful to BG, if they are a prelude to a break-up and sale of the storage facilities. This would free up capital for BG to reinvest in

PRESIDENT ATTEMPTS TO SALVAGE ANTI-CRISIS PACKAGE AND ATTRACT MORE IMF AID

Yeltsin overrides Duma to veto tax-cutting laws

By John Thornial in Moscow

President Boris Yeltsin has overridden Russia's fractions parilament by adopting extra tax-raising measures by decree.

ernment's anti-crisis programme and attract additional financial support from the International Monetary Fund, Mr Yeltsin stepped in at the weekend before leaving for a holiday to veto two tax-cutting laws which were last week adopted by the Duma, the lower house of parliament. In an extraordinary se the Duma had supported several government initiatives to reduce corporate tax rates but refused to endorse measures to shift more of the tax burden from the corporate to the personal sector.

Alexander Livshits, Mr Yeltzin's economic adviser, said the president's decisions would belp raise Rbs48bn (\$7.7bn) of revenue, although that fell short of the Rbs78bn needed to plug the budgetary hole. The Duma is still blocking veral tax-raising initiatives.

Mr Livshits said the president tant tax reforms had undermined

problems. No one, neither the presi dent nor the government, is planning to stand by and watch the bud. said. get and pension fund collapse into ruins," he said. "The more so as the international community has met us half way for what I think will be the

negotiator, will today urge the IMF's board in Washington to release half of a \$11.2m support loan, which was iron curtain ought to separate agreed in principle last week. The Russia from world markets. IMF had said it would make speedy disbursement of the loan, intended to bolster the central bank's reserves and protect the rouble, at least partly dependent on the enactment of new tax-raising legislation.

On Saturday, Sergel Kiriyenko, nrime minister, announced that a 3 per cent duty would be imposed on all imports to raise additional revenue, help protect domestic producers and keep Russia's balance of trade in check. But he said parliament's continued obstruction of several impor-

would soon announce further much of the purpose of the govern-measures to raise tax revenues and ment's anti-crisis package. "Unfortuease the government's liquidity nately this means many measures try will have to be postponed," he

Boris Nemisov, deputy prime min-

ister, said the government pursue a policy of "healthy protec-tionism" to defend domestic manufacturers, who had been hit hard by Anatoly Chubais, Russia's chief Russia's economic siump and foreign legotiator, will today urge the IMC's competition. But he rejected the "volgar Bolshevik principle" that an The government will also amnounce today how many inve

have chosen to exchange their rouble-denominated treasury bills into US dollar denominated eurobonds as part of a voluntary debt Goldman Sachs, the US investment bank. Many foreign investors seem likely to reject the conversion now that the threat of a rouble devaluation has receded. But the government could easily meet its minimum target if Sherbank, the state savings hank, chooses to take part.

Futures exchanges may face tough tests to set up in US

International electronic futures exchanges that want to establish networks of computer screens in the US could be forced to undergo rigorous tests, according to a proposal from the Commodity Futures Trading Commission, the US regulater.

The CFTC says its suggestions for new rules to govern the approval of followed by regulations this year or in place for US exchanges to operate early in 1999.

The shift in the futures industry from traditional pit-based trading methods to the use of computer screens has led to a big jump in inquiries from foreign exchar wanting to set up terminals in the clear idea of the CFTC's thinking. US. The CFTC says it needs to One controversial issue is whether devise more uniform rules for exchanges should be allowed to

approving them. The Deutsche Terminborse, the ers directly, so that they could input the only operator to have received should still have to be routed ministries of finance.

approval to site its computers in through an intermediary member of

The CFTC says it could base its decision on whether to allow foreignelectronic exchanges to set up in the US on six regulatory tests. These tests could include the

puter terminals to the home country of the applicant exchange. The CFTC made its initial sugges-

tions in a "concept release" - essentially a request for comment but which, in this case, gives a fairly make terminals available to custom-

the exchange in question.

In the concept release, the CFTC asks what safeguards might be required to prevent "improper access to a foreign board of trade's computer terminals in the US.

financial standing of the exchange. The CFTC is considering how its monitoring procedures and the much US derived business an over-technology of the computer system. Sees exchange should be allowed to the regulator would Judge whether have without effectively cossing to electronic screens in the US could be there were reciprocal arisingements be an oversion exchange and, thus, being obliged to register as a US "contract market" - which would place a much heavier regulatory burden moon it.

The issue of whether to allow foreign exchanges to set up terminals is taxing regulators in numerous countries. Solutions have varied. The UK, for example, requires the foreign exchange to qualify as a "recognised overseas investment exchange under the Financial Services Act. In all electronic German exchange, is their own orders or whether orders. France and Japan, approval is left to



FT WEATHER GUIDE

Europe today North-east Europe, including Will have heavy showers and thunder, but Denmark, southerr Norway and southern Sweden and north-west Europe will be hot, humid and sunny, although an Atlantic cold front will bring heavy showers and thunde storms across corth-west France and the British isles. The but northern parts of the Iberian Peninsular will be cooler and cloudy with a change of showers Five-day forecast A cold front will move across central and northern Europe over the next few days, bringing

cooler, drier air, but it will remain mostly sunny. The Mediter

stay hot and sunny.



3000

Problem

I'm in Martinique. I've been bitten by a large insect and my arm is swelling badly - what do I do? It's 11pm and I've just arrived at my hotel in Lina. It seems they haven't received my reservation. My Spanish is limited, the hotel is full and I have a heavy business schedule tomorrow. Help! I'm in a small village outside Oporto, I need a hire car NOW and I don't speak Portuguesel I've been arrested in Toulouse. I don't really know what for but I believe they think I stole something from a urant. The authorities are going to put me in prison. Can you help? I'm in Riyadh and my Saudi visa was in my luggage – which has been lost in transit. What can I do? I need to get an urgent message to my business partner but his line is engaged and my flight is boarding.

My husband has pessed out in our otel room and we're due to fly home in two hours - he needs medical help and we'll never make our flight. What can I do? I'm Malaysian and I'm due to travel to Tanzania in a couple of weeks.

Can you help?

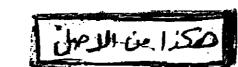
My friend has told me I don't need a visa, is he right? Also, what's the best currency to take? a switched to Knwait City. I need to change my flights, get some local ncy, find some appropriate

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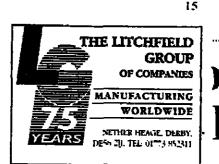
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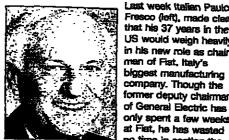
FINANCIAL TIMES

COMPANIES & MARKETS

MONDAY JULY 20 1998



Fresco puts Fiat on the global road



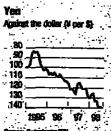
Fresco (left), made clear that his 37 years in the US would weigh heavily in his new role as chairmen of Fiat. Italy's biggest manufacturing company. Though the former deputy chairman of General Electric has only spent a few weeks no time in casting the

global imprint he plans for this most Italian of companies. Market Movers, Page 17

Latin America spared the worst Brazil's bankers, perhaps still smarting after the loss of the World Cup, can take heart from one thing. Latin American bonds seem to have been spared the worst of the latest round of emerging market turmoil. International Bonds, Page 20

Linde benefits from wide spread Though the disparate array of businesses owned by Linde, the German industrial group, defies the trend towards more "focused" companies, Gerhard Full, Linde's chairman, believes the spread gives it some unexpected benefits. Page 18

Yen's strength hinges on election



Though both main - candidates in Friday's election for president of Japan's ruling Liberal made promises of change if elected - whoever wins is likely to be confirmed as the country's new prime minister by the Diet this month -

may struggle to move far from Y140 to the US dollar. Currencies, Page 24

West goes on Asian buying spree Western companies have stepped up their acquisitions in six Asian countries most affected by the region's economic crisis. Non-Asian buyers spent \$6.52bn in the second quarter of 1998 on deals in the six, according to IFR Securities Data, which monitors global takeovers. Page 20

Gains made from market declines Emerging markets have dipped 23 per-cent on the IFC index in the past two months, the secondlargest two-month fall in the index's history. Retrenchment for some, however, has meant chances for others. Emerging Markets, Page 18

Televisa set for telecoms buy Televisa, the Mexican media conglomerate, intends to invest in a telecommunications venture owned by one of its controlling shareholders in a move likely to upset minority investors. Page 20

COMPANIES IN THIS ISSUE AMP

Arab-Malays

Axa Sun Life

BT Alex Bro

Barclays Glo

Bouygues

Chrysler

China Telecco

Deloitte & To

Edison Inter

Egaz

Flat

Gartmore

Jenoptik

Linde

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NatWest Stockbrokers

Microsoft

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Creation halts internet plans

Record label drops web exports move after Sony pressure

Creation Records, one of the UK's largest independent record labels, has abandoned plans to export from its internet record store following pressure from Sony, the Japanese Sony paid Creation £14m in

1996 to extend for five years an agreement wherehy it owns 49 per cent of the UK company's equity and the international distribution rights for its acts, including Oasis, one of the est-selling rock groups of the This month, Creation

unveiled proposals to start selling all its recordings from its internet site. Sony claimed Creation would be breaching the agreement if it supplied people outside the UK from the internet store, due to be launched this summer. Creation is chaired by Alan McGee, who recently outraged

than through the record com-Creation's decision not to

export from its site sets an important precedent for the global music industry. The internet is expected to become an increasingly popular distri-bution vehicle for music. Jupiter Communications, the New York-based research consultancy, expects US internet record sales alone to amount to \$1.4bn in 2002. Several multinationals.

including Sony, Bertelsmann

and PolyGram, are experimenting with internet sales. They will be auxious to protect their fledgling online operations and to prevent the potential loss of traditional retail sales to independent lahels as the internet music market expands. Initially, internet distribu-

tion was dominated by net spe-cialists and online subsidiaries music industry traditionalists of established record stores. by asserting that many bands However, a growing number of will in future release their record companies have

music over the internet rather recently announced proposals to set up online mail order

Independent labels have, so far, been in the vanguard of internet retailing. Nude, the London-based record company that includes Suede and Ultrasound among its artists, plans to start selling music by mail order from its internet site next month. Many of the independents

music groups – as Creation is to Sony - through equity par-ticipation and international distribution deals. Sony has similar accords with Skint and Loaded, the UK dance labels, as well as with Nude. These deals have given Sony the international distribution

acts. By far the most profitable is Oasis, which has sold more than 23m albums worldwide since its 1994 debut. Sony is expected to extend internet export restrictions to

rights to several successful

Nude and the other labels with



Turkish group in junk bond issue

Turkcell, Turkey's biggest mobile telephone operator, has become the country's first corporate group to tap the fastgrowing European junk bond market with a seven-year, 2300m issue. The deal is further evidence

of strong growth in investor appetite for high-yielding paper. About \$3bn of highyielding, or junk, bonds have been issued by European companies in the past 15 months. The Turkcell bond, sole lead managed by US investment bank BT Alex Brown, offers a yield of 9.5 percentage points over the benchmark US Trea-

Standard & Poor's. By comparison, Turkey's last week offering a yield of around 5.5 percentage points over the US benchmark. Subinvestment grades are any level below BBB- for Standard & Poor's and Baa3 for Moody's

A syndicate official said the Turkcell offer had been oversubscribed by 50 per cent. US investors bought 70 per cent of ers.

buyers in Europe. "In the general context of what has been a very choppy environment, especially in emerging markets, we are pleased with the reception the company had," the official said. Emerging market bond

prices, which offer comparable risk to junk bonds but are issued by sovereign countries. have been volatile recently. High yield investors are drawn to sectors in the junk bond market such as telecommunications, where capital is needed quickly but where com-

pany gearing is high. Turkcell, the largest of three Turkish mobile telephone sury bond and is well below companies, will use some of the funds to buy a licence to investment grade with a rating fixed-line provider Turk Telecom, with which it has shared operating revenue.

The official said this would help the company generate an annual cash flow of about \$300m in a market with significant growth potential. Only about 2.8 per cent of

Turkey's 68m population uses mobile phone services and Turkcell accounts for 1.4m of a total nationwide 1.9m subscribFinancier calls for disposal of vitamin and flavour businesses

Roche shares rise as Ebner urges asset sales

The sharp rise in Roche shares came after Martin Ebner, the Swiss financier who is the pharmaceuticals group's second-largest shareholder. recommended it sell its vitamins, fragrances and flavours

Mr Ebner, whose investment funds own 12.9 per cent of Roche's voting shares, has until now been one of Roche's most loyal long-term investors.

funds. But the substantial underperformance of shares dragged down the performance Ebner's biggest fund. His latest comments, made

at the half-yearly press conference of his investment funds, suggest he is now going to offer to Roche the same sort of precipitate the managements best served by the sale of the equity securities, rose of Winterthur, Switzerland's group's fragrance and flavours to SFr15,175 on Friday.

third-biggest insurer, and business and the spin-off of the Union Bank of Switzerland, the country's biggest bank, where he was the biggest investor, to surrender their independence.

Roche has been hit by a series of setbacks on drug launches, which have led analysts to downgrade their profit

Mr Ebner said Roche had raised too many expectations for new drugs that had run into trouble, and there had Roche shares, which rose 2.4 been management mistakes in per cent on Friday, account for the approach to the US Food SFr20.2bn invested in his four approval process for Xenical, a

1088 0708 Roche was going through a over the past 2½ years has recent shocks had been "helpful" because they would of Pharma Vision 2000. Mr increase the pressure on management to enhance sharepharmaceuticals and diagnostics, the group's two biggest

core busine Mr Ebner indicated that vitamins busines Roche is the world leader in

vitamins, traditionally one of its highest margin businesses. However, prices are under pressure and in the first six months of 1998 sales fell by 1 per cent to SFr1.9bn.

Roche is the world's biggest flavour-making company after last year's \$1bn acquisition of Tastemaker, and one of the top fragrance companies. But the business, which had first half sales of SFr1.1bn is far less profitable than its main com-SFr6.1bn (\$4bn) of the and Drug Administration petitor. International Fragrances and Flavours.

Roche refused to comment on Mr Ebner's suggestions and "very difficult phase" and the said the two divisions remained core businesses. Roche also disclosed yesterday that results of a recent study reported in the Lancet, the UK holder value and focus on medical journal, showed that Xenical not only led to weight loss but also reduced cholesterol and cardiovascular risks Roche's non-voting certifiunsolicited advice that helped Roche shareholders would be cates, its most widely traded best served by the sale of the equity securities, rose SFr360

German energy groups end joint venture

Veba Oel, RWE-DEA and Wintershall vesterday agreed to restructure their oil and gas exploration and production activities by breaking up their Deminex joint venture and

absorbing its component parts. The three companies said the move, backdated to January 1. would cut overlap. strengthen their capacity to tougher competitive environment and allow them to co-ordinate exploration and producactivities

The statement triggered speculation that a further unravelling of joint ventures could be in prospect in the German oil industry.

Veba, in particular, is known to want greater control over the Aral motor fuel group in which it has a majority stake. The other big Aral shareholders are Wintershall and a subsidiary of Mobil Oil.

Veba Oel: which has held 63 per cent of Deminex, will absorb its subsidiaries and employees in Britain, Indonesia, Syria, Canada, Colombia and Trinidad. RWE-DEA, with 18.5 per cent of Deminex, will take control of activities in Norway and Egypt with Veba Oel holding a minority stake.

Wintershall, also with 18.5 per cent of Deminex, will take its operations in Argentina. Russia and Azerbaijan. In addition, RWE-DEA will transfer its Netherlands interests to

The three companies said they would continue all Deminex's foreign projects in line with investment plans.

Deminex's headquarters in Essen will be taken over by Veba Oel and merged with its exploration and production activities in veda Oil & Gas. a new subsidiary. The break-up of Deminex will involve about

Deminex was set up in 1969 with federal government support to give Germany a presence in oil exploration and production and reduce its dependence on foreign multinationals. It produced 8.25m tonnes of crude oil and 2.7bn cu m of gas last year and reported turnover of DM2.53bn (\$1,39bn).



RICHARD WATERS **GLOBAL INVESTOR**

Will the bug bite?

millennium really start? At midnight on December 31 1999, or a year later? Purists would point to the

end of 2000, regardless of when the parties are actually thrown. But for many companies, the first encounter with the millennium will come much earlier, at the end of 1998 or soon after. And that means that the global computer glitch known as the

The technological problem forecast to occur when the old century ends is, in reality, a rolling phenomenon. Any computer that has been asked to process information related to a date after 2000, such as those dealing with credit card transactions, has already encountered the problem. Thanks to the

millennium bomb or the Y2K problem – until now mainly a cause for breast-beating by the Cassandras - will become a matter of far more general investor concern in the final months of this year.

familiar annual budgeting

process, this will become more

widespread from the beginning

Rival views on the world's readiness are hardening as zero hour approaches. In one camp are the pessimists, whose predictions range from mild recession to

widespread social and economic dislocation. Ed Yardeni, the Deutsche been among the most voluble, has just increased his estimate of the risk of a Y2K-induced recession to 70 per cent. He believes the lack of global leadership from the US on this issue means the matter is still not taken seriously enough.

Paradoxically, it is the impact of the Yardenis that makes the optimists more sanguine. IT departments would have to have had their heads in the sand to ignore all the warnings, according to Michael Kwatinetz, a US technology analyst. He

estimates that US companies are more than half-way through the job of putting things right. The likes of Mr Kwatinetz

also question the extent of the potential disruption. If computers were going to crash, they argue, many of those that work with information well into the future would already have done so. And the so-called embedded chips, which govern everything from elevators to utomobile production lines. may simply not care which century it is: they will just go

on working anyway. The underlying investment theme is uncertainty. For a start, there is precious little good information. Despite prodding from the

Securities and Exchange Commission, many US companies have offered only cursory commentaries on their preparations. The SEC is said to want more but, other than explaining the likely cost of trying to fix the problem, it is difficult to see what companies can say that will make it any

[omputacenter

easier for an outsider to assess the risks with any precision. Trying to draw general conclusions about the impact is also fraught with difficulty. Any number of investment reports have been launched on

the strength of predictions

about where the 2000 impact

will fall heaviest, but all are

stabs in the dark. Big companies, for instance, may have devoted more resources to the issue and may have the clout to cut off suppliers or others that they view as unreliable. But those with global operations are more exposed to emerging markets, where the level of preparation is generally

thought to be lower. Similarly, banks have probably spent the most in putting their houses in order and are the subject of close scrutiny. But they will still be exposed to risk because they cannot isolate themselves from inter-bank payment systems and credit markets, or from a general loss of confidence among depositors. At a broader level, the

uncertainty could prove

Companies may feel they have put their own houses in order but can they really be sure that others have done the same? With the federal government already admitting to serious problems, who really knows if air transport will be disrupted, or tax returns will be processed on time? Will the machinery of international trade grind to a

These are the sort of conditions that make companies more cautious about investing and consumers less willing to spend, a process that turns perception into reality.

The US has been through a similar period within the past decade: the months after the invasion of Kuwait, when the level of uncertainty was enough to tip a US economic slowdown into a recession,

What a repeat of that experience would do to share prices at their current levels is not a pleasant thought.

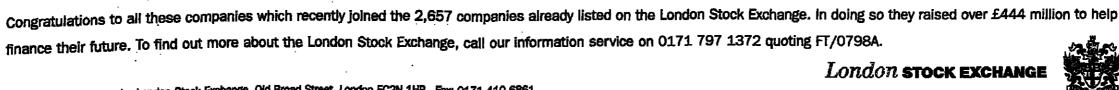


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EDS wins IT deal with BA

EDS, the US-based computer services group, has won a 10year contract to supply information technology services to British Airways Engineering, as part of the latter's drive to improve efficlency and business perfor-

Although the value of the contract was not disclosed, it is believed to be worth more than £100m. It is the latest in a string of hig public and

now established itself as the largest computer services group in Britain.

EDS will help BA Engineering, which employs more than 9,000 and provides maintenance services to BA and other airlines around the world, update its IT systems and implement an enterprise-wide IT infra-structure EDS will also provide support for BA Engiexisting neering's applications and desktop systems, focusing initially

"Both organisations see

the tremendous benefits and ogg's, Airtours, a £300m deal opportunities from working together to implement IT services and systems that set new standards in the airline engineering market," said Colin Matthews, BA Engineering's managing director. Aside from a number of high profile public sector FT

outsourcing contracts, including the Inland Reve-

other private sector deals.

Pilkington and British Petro-The US group has also been building up a particular expertise in the UK-based engineering, defence and aerospace sector having signed a 10-year strategic partnership agreement with Rolls-Royce Aerospace group

These include contracts with

Royal Bank of Scotland, Brit-

ish Airways Finance, Kell-

Rolls-Royce contract is seen by many in the IT services sector as a model contract. Colin Green, Rolls-Royce managing director, said that

with Digital Equipment. EDS was chosen as a partner "to help accelerate our business transformation process". Under the agreement EDS has assumed full responsibility for the aerospace group's IT infrastrucapplication. About 750 Rolls-Royce staff transferred to EDS's global aerospace nue, EDS has won a string of worth more than £600m 18 group as a result.



Peter Job: memo criticises geographical divisions

East divisions, accusing that it had taken proprietary them of being self-contained fiefdoms. The group was getting the products, but

emerged the group was Europe, Africa and Middle grand jury over allegations

information from Bloom berg. They closed on Friday up 3½p at 623½p, well below

Mr Job in February dismissed as "wild speculation" reports that the group might surveillance of Bloomberg.

Hermes Lens appoints

At the time, it seemed a good

By Jame Martinson, Investment Correspon

directors

Hermes Lens Asset Management, the partner ship between the UK institutional investor and US share holder group, has appointed a chairman and non-executive director in the run-up to the launch of its new activist

Mark Hoffman, the chair man of Cambridge Research Group, the private investment company, is to assume a similar responsibility at the new fund management

Mr Hoffman is an American who has worked for both UK and US venture capital

He is also currently chairman of Guinness Flight Venture Capital Trust.

Andrew Longhurst, a former director a Lloyds TSB, the banking group, and Cheltenham & Gloucester, the building society, is to become a non-executive director of the new com-

Peter Butler, chief executive of Hermes Lens, said that both individuals brought experience and City contacts to the board. The company is due to

aunch its Focus fund at the regioning of October. This fund; which has the backing of the British Telecommunications pension fund behind Hermes, intends

to target underperforming It hopes to bring about improvements in performance with the help of

larger fund managers in the With the BT pension fund pledging up to £100m, Hermes Lens anticipates being able to launch with an initial

£150m.

Hardy Oil seeks

Mr Butler said that interest up to the present time had been keen.

COMMENT

Selfridges/Sears

idea Demerging Selfridges from Sears would allow it to S escape the drip-drip of had TEMAN publicity which dogged its with parent. The jewel in the crown would attract a premium rating. Only a year ago, analysts confidently valued Selfridges at \$550m. Alas, a year is a long time on the High street and an especially long time in the life of Sears. Since then, both profits and valuations have slumped. Moreover, refurbishment to the Oxford Street store is proving more disruptive than

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originally forecast. What, though, of the future? Start with Selfridges. In the year to January 1999, it will probably only make pre-tax profits of £17m, or around 8p of earnings per share. Given that the figure is depressed, and hance earnings should recover quite fast, a chunky multiple may be justified. But even a multiple of 28 would only produce a share price of 2200, or a market value of some £335m. If the large investments in Oxford Street and Manchester prove successful, though, this figure could rise towards £450m.

The possibility of an economic slowdown and disappoint ing trading cannot, however, be wholly discounted. If so, 2370m may look rich. Doubtless some carpetbaggers will try to capitalise on these valuational doubts. But shareholders who have had the patience to come this far should have little trouble resisting opportunistic offers.

If Selfridges starts trading around 220p, the market is effectively discounting a price of 320p for the rump of Sears. This is a very subdued valuation, but then so are the ratings of other clothing retailers like Arcadia which arguably have better track-records and prospects. Some bid premium is justified for Freemans ahead of its demerger later this year, but any bid will fall well short of the £367m Littlewoods was

prepared to pay.

The upshot is two shares, both likely to start on very modest valuations. Given the track record of Sears, this is only appropriate. Folly and bad luck have both been present in abundance. For speculators, the shares are probably worth a punt. Those preferring a quiet life should look elsewhere, or at least, in the case of Selfridges, wait for a trading record to emerge.

NEWS DIGEST

INVESTMENT TRUSTS

US group targets **Biotech Investments**

A predator has bought a 6 per cent stake in Biotechnology. Investments, the offshore investment company pleaning a merger with International Biotechnology Trust. The move means the company, capitalised at about £150m, could come under pressure to wind up or partially convert to unit trust status, should the merger plan fall.

The predator is the Liverpool Partnership, a US firm of arbitrageurs which targets trusts within the 260bn investment trust sector whose shares trade on a wide discount to the value of their underlying assets. Its 6 per cent stake was bought on July 2 at a discount of about 35 per cent to Biotechnology investment's quoted net asset value, according to broker BT Alex Brown, Jean Eaglesham

PAPER

Arjo Wiggins expands in Romania

Arjo Wiggins Appleton has extended its European merchanting network through the purchase of a majority stake in the largest paper merchant in Romania, eastern Europe's second biggest market. The Anglo-French paper group said that it had bought a 60 per cent stake in RTC, a Bucharest-based merchant that also distributes office supplies and manufactures office paper products. The company, which was set up about five years ago, reported sales of £14.7m (\$24m) last year. Virginia Marsh

MINERALS

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Firestone to list with £5m placing

Firestone Diamonds, the diamond and exploration company. is to list on Alm via a £5m placing expected to give the com-pany a market capitalisation of £30m. The proceeds from the placing are to be used to expand its Hondeklip Bay operations in South Africa, estimated to have reserves of 900,000 carats valued at £100m.

The company said it was benefitting from De Beers' commitment to support dismond prices, despite a drop in demand from south-east Asia, Arkady Ostrovsky

Ocean in drive Reuters to enter global logistics arena

the international freight company, is to merge its freight forwarding and road haulage interests as part of its strategy to join the ranks of emerging global logistics

Ocean's freight forwarding division. MSAS, which moves cargo across internatogether with the group's said it was important Ocean smaller road distribution met the long term competicompanies, Intexo and tive threat head on. McGregor Cory. The merged entity will operate under the name MSAS Global Logistics and have sales of about

John Allan, chief executive, said the group had decided on the merger because the traditional diswarding and distribution

"Multinational customers increasingly want to deal in Asia. with a single organisation with good geographical covsupply chain," he said. US logistics businesses seeking to rectify this.

ital, have moved into the European market in recent years, seeking to offer a global distribution service to

multinational companies. Mr Allan said the US entrants were still building up their European networks. so had yet to make significant inroads into the business handled by their indigetional borders, is to be put nous competitors. But he

> MSAS, with sales of about £900m last year, is one of the world's largest freight forwarding companies.

Intexo and McGregor Cory, which have sales of approximately £200m, enjoy strong positions in the healthcare and packaged consumer tinction between freight for- goods markets. Their networks cover the UK and Europe. Ocean is also building a distribution presence

Mr Allan said the biggest hole in the group's distribuerage handling the entire tion coverage was in the US. Ocean is understood to be

set to shake-up 'fiefdoms'

Reuters, the financial information group, is planning a radical change in the way it operates next year in order to benefit from the globalisation of its markets. An internal memo to all staff from Peter Job, chief executive, reveals plans to dismantle its geographic divisions. Instead, Mr Job is understood to want to divide the business by product line and to introduce global

The group, which is due to report its interim results on Wednesday, yesterday refused to comment on the plans, describing the memo as private and confidential. Analysts are expecting interim profits to fall from £333m to about £295m. The group has been hit by the Asian economic crisis, while sales of its 3000 series are behind budget and margins on its instinct trading sys-

account management.

competition in the US. Mr Job's memo criticised the North America, Asia and

tem have been depressed by

being investigated by a US

needed more performance at a time of significant chal-The shares were knocked back earlier this year after it have undertaken electronic

the 12-month high of 770p.

See Comment & Analysis

Predator takes stakes in trusts

Advance Markets Trust, a "vulture fund" designed to shake up the £3.2bn emerging markets investment trust sector, has invested about half the £80m it raised last month.

trusts where Advance has The trust is already creating waves within the emerg-

ing markets trusts sector. which has been battered by the collapse of Asian stock

Shire Pharmaceuticals, the

drugs company, has pres-

ented research indicating

that its new treatment for

Alzheimer's disease belps

By Yirginia Marsh

slow memory loss.

learned the identities of nine ue ... confronting questions minds on these issues" said Dresdner Kleinwort Benson in a recent report. Advance Developing has already

Many shareholders hope or more in four trusts, two of it is holding more than 40 that the predator will force which - Murray Emerging per cent of its £120m of Developing the trusts to take action to and Edinburgh Inca - are try and cut the very wide believed to be vulnerable to is thought to want it to hand discounts between share attack. The Murray trust. prices and the value of which already has another "There has been little out- traguers, on its shareholder ward show of attempts to register is "dead in the The Financial Times has enhance shareholder val- water said one analyst.

poor performance and undisclosed stakes, some of wide discounts is the duty of other trusts that could be which analysts say look vul- the boards of these trusts forced to restructure or take and perhaps the new trust other action. These include will help focus corporate Edinburgh New Tiger, Aber-

Shire claims Alzheimer advance

drug. The disease - the most ease - who usually worsen

affects an estimated 10m to were maintained at or above

of treatment.

predator, a US firm of arbi-

The vulture has undisclosed stakes in a number of deen New Dawn and Old Mutual South Africa.

ny's most valuable new moderate forms of the dis- Johnson, under licence from

over time - cognitive scores

seline throughout a year

The drug is being devel-

26.8.98

oped by Janssen Research

assets in cash and Advance some of that cash back to shareholders.

tively good performance track record appear to have been targetted by Advance in the hope that it will make money from a nerrowing of the discount, rather than in

The high profile Hender- Latin American, another son TR Pacific Investment trust run by Foreign & Colodeclared stakes of 3 per cent. Trust is also on the hit list - nial.

Other trusts with a relapart of a campaign to reha-

the hopes of a restructuring. These include Templeton Emerging Markets, Templeton Latin American, Foreign & Colonial Emerging and

If approved, it will be co-

marketed, as Reminyl, in the

UK and Ireland by Shire -

which specialises in nervous

system disorders and bone

diseases. Elsewhere, Janssen

will mainly be responsible

By Robert Corzine Hardy Oil and Gas, one of the UK explorers most often mentioned as a possible between the market's pertakeover target, is itself ceptions of his intentions likely to seek acquisitions as and the reality of his strat-

bilitate its image among institutional investors. John Walmsley, chief executive, says Hardy has the potential to make "value-added acquisitions," and that such deals "will come at the right time and without recourse to new funds from "zreholders"

Mr Walmslev's tenure at Hardy has been marked by an absence of deals, even though he had a reputation as a deal-maker in his former job as finance director

of Enterprise Oil. He now admits that the market has been disappointed at the lack of acquisitions, although he defends the organic growth performance: "We got our public relations strategy wrong, but at the organic level we've

He said it was the first had allowed a gulf to appear egy: "The PR attached to John Walmsley is that he is a deal-doer. But our strategy was always to deal and drill. We just have to communicate that better.'

outperformed the sector."

The company has also suffered from the general sense of malaise that has affected oil industry shares. Hardy, along with several other explorers, is seeing the fruits of its recent organic growth emerge at a time of low oil prices. The exploration and production sector has under performed the market by about 30 per cent this year mainly because of the col-

lapse in crude oil prices. Hardy shares have also take-up of a recent rights issue, but Mr Walmsley yes terday said the stock over hang had disappeared.

ine, is potentially the compa- most patients with mild to subsidiary of Johnson & for marketing. FINANCIAL TIMES



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Notice of Resignation

common form of dementia -

It said at the weekend that

initial data from Phase III

trials, the final stage of clini-

The treatment, galantam- cal tests, suggested that in Foundation, a Belgium-based

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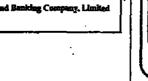
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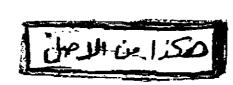
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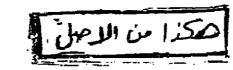
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SWISS ENGINEERING

Sulzer acquires Italian weaving machine group

NEWS DIGEST

Sulzer, the Swiss engineering conglomerate, is strengthening its position as the world's leading textile weaving machinery manufacturer by acquiring the Italian weaving machine business of Nuovo Pignone. The Italian group, based in Schio, is owned by General Electric of the US and its sales per employee are more than twice those of Suizer's own slimmed-down textile machinery division.

The biggest part of Sulzer's textile machinery business is in projectile weaving machines and the acquisition will strengthen its position in rapler machines, which account for about 40 per cent of the global market for shuttle-less weaving machines. The Sulzer Rüti textile machinery business. which is being renamed Sulzer Textil, has lost money in five out of the last six years and the acquisition of the profitable Italian business is being seen as an important stap in restoring Sulzer's own profitability in the sector. William Hall Zurich

MEXICAN TELECOMS

Telmex considers Brazilian bid

Telmex, the Mexican telecommunications glant, is multing a bld in the privatisation of the mammoth Brazilian phone system at a time when its plans to enter the US market have been stalled by regulators in Washington. A company official said Telmex, with its minority US partner Southwestern Bell. was considering taking part in the callular or fixed-line auctions on July 29, when Telebras, the Brazilian telecommunica tions glant, is broken up into 12 units. The auctions are expected to fetch at least \$14bn.

The possible bid helped drive up Telmex's share price last week. However, its other main cross-border foray, into the Hispanic market in the US, has been delayed by the US Federal Communications Commission. FCC officials were not happy with a preliminary decision last October to grant Telmex a licence to operate in the US, chiefly because of the planned rates the Mexican company proposed to charge US carriers to complete calls in Mexico between 1998 and 2000.

In the preliminary agreement, Telmex had said it would drop international settlement rates to a US benchmark of 19 cents a minute in 2000 after modest reductions this year and next. Its US competitors have demanded much steeper cuts before 2000. FCC officials said the issue was under discussion with Mexican authorities, and Telmex was expected to lower some of the proposed rates. If it does, US carriers such as AT&T and MCI may soften their opposition to Telmex's incursion north of the border. Henry Tricks, Mexico City

MALAWI GDRS

Press Corp starts trading

Global Depositary Receipts of Malawl's biggest company begin trading today in London. The move follows last week's international equity offering in which Press Trust, a public trust in Malawi, reduced its holding in Press Corporation, a conglomerate with interests in trading, fuel, brewing, tobacco, banking, financial services and property.

The sale raised a total of \$10.9m of which \$8.4m came through the disposal of 16.4m shares (in the form of GDRs) to international investors and the rest from the issue of 2.6m new shares. In March, Press Trust raised \$12.8m when it sold a 22 per cent stake in Press Corporation to domestic and international investors including Old Mutual Malawi, part of the South African life assurance group. The latest sale reduces the Press Trust holding to 49 per cent.

About 5 per cent of Press Corporation shares are to be offered to employees and domestic investors in Malawi in September, Although equity issues from South Africa are tively common, those from other countries in the region remain rare. A specialist at Robert Fleming, lead manager on the deal, said: "As economic fundamentals in Sub-Saharan Africa improve, more offerings of this kind may follow."

ELECTRONICS

AMP to cut 3,500 jobs

AMP, the world's largest supplier of electric and electronic connectors, is to cut about 3,500 jobs worldwide as part of a programme to streamline manufacturing facilities and simplify the business. The company, battered by the strong dollar and weakening sales in Asia-Pacific, also said it was looking to consolidate plant facilities over the next two years, and announced it had already stated the Loganville plants in Pennsylvania and its Kernersville plant in the North Carolina for closure. Nikki Tait. Chicago

CHRYSLER

Kerkorian reduces stake

Kirk Kerkorian, the West Coast investor, and his privately owned Tracinda Corporation, have cut their stake in Chrysler, the US automotive manufacturer which is in the throes of a \$40bn merger with Daimler-Benz of Germany. In a federal filing, the investment company said it had sold 9.4m shares, at prices ranging from \$55.88 a share to \$56.75, and now holds just under 80m shares in the Detroit-based carmaker. The shares were sold, according to the filing, to avoid adverse tax effects in connection with the planned merger.

Mr Kerkorian acquired most of the holding in the early 1990s, and attempted a takeover in 1995. Although this quickly collapsed, he did wring some changes from Chrysle under a five-year standstill pact - notably, a promise on dividend pay-outs and some corporate governance matters.

MERCHANDISING

Real Madrid appoints Zone

Real Madrid, the heavily indebted European football champions, have appointed Zone, the UK publisher and merchandising consultants, and Deloitte & Touche, the accountants, as commercial consultants. Edward Freedman, Zone's managing director, who built up Manchester United's merchandise department, said: "Europe has realised how well we market football in England."

Zone directs all commercial and merchandising activities at AS Roma, acts as consultants to Nottingham Forest in the UK, and will launch the official Chelsea magazine next month. The company also works on merchandising for the Spice Girls, Simon Kuper

FINANCIAL SERVICES

Arab-Malaysian seeks protection

Arab-Malaysian Corp. a big Malaysian financial services group, sought court protection from creditors to give it time to seek the highest prices for its assets. Bernama, the government news agency, said the company had M\$1.1bn (US\$268m) in debts from the 65 per cent collapse in share prices since investors withdrew from the region last year. It is the third big company to seek court protection in recent days. Shella McNulty, Kuala Lumpur

COMPANIES & FINANCE

Fresco puts Fiat on the global road | WorldCom to

Corporate culture at the most Italian of international companies is set to change, says Paul Betts



Market movers

Paolo Fresco is a classic "Americano" – an Italian who made it good in the US. And last week the Americano, who has now returned to his native Italy, made it clear that his 37 years in the US would weigh heavily in his new role as chairman of Fiat, Italy's biggest manufacturing company.

The former deputy chairman of General Electric, the US conglomerate, has only spent a few weeks in his new job. However, at his press debut in Turin on Thursday. he wasted little time in casting the global imprint he plans to bring to this most Italian of international com-

*My past experience is the basis on which I will build my role at Fiat," said Mr Fresco, who has spent all his working life so far at GE. "A constant theme at GE was leadership in globalisation."

That meant establishing a sales and production presence in the world's biggest markets, and changing the culture of the US company into a giobal one.

"I was the first vice-president at GE who was not American. For the past eight years I was part of GE's chief executive office and with Jack Welsh, GE's chairman, we managed the company in a collegial way. We launched new strategic initiatives," said Mr Fresco.

"Five years ago we moved the manufacturing company into services," he said, adding that Fiat had also

His relationship with Hat Paolo Cantarella, Fiat chief executive, would also be modelled on the GE concept.

"We will work like a team By combining our joint and complementary experiences we should be able to build a winning team," he said. Fiat will need it. Although

Cesare Romiti, the former chairman, left Fiat with strong net profits, totalling sales of L90,000bn, after selling most of its non-strategic assets and refocusing on core automotive activities, profit margins of the main car business remain awful. "They are ghastly." Mr

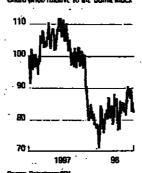
Fresco, used to GE's tough profit targets, readily conceded, but it was a problem for the whole car industry. A primary objective, however, would be to put the accent on value creation to improve profit margins that slumped to 0.1 per cent in the first quarter of this year.

Manufacturing over-capacity and dismal profit margins have fuelled the current consolidation wave in the automotive sector. Mr Fresco's arrival and his past credentials have further excited speculation that Flat is poised to combine with another large car group. Mr Fresco was quick to

pour cold water on recent merger speculation. "I can confirm we have had no discussions with BMW and that there have been no merger conversations between the Agnellis [Fiat's main shareholders] and the Quandt family (who control BMW]", he said. Nei-ther was Fiat taking part in any plans for a joint bid for

KIA of South Korea. Mr Fresco insisted the company had the manage- industrialised countries. He

Share price relative to the Comit index



ment, the strategies, the products and the resources to survive on its own. That did not mean it was blind to potential partnership opportunities. But any partnership would be established from a position of strength and not as a "passive partner". He had not been brought

into Fiat to sell the company. "I have no specific mandate." he said, adding that his role was to ensure continuity and evolution.

"In any case, my past experience is not of disposing of assets but of growth. At GE, international activities now account for 50 per cent of the business, from a mere 15 per cent when I first loined. Fiat had also virtually

completed the disposal of its non-core assets. Mr Fresco said Fiat was already well advanced in its globalisation. For cars, the main target of expansion were developing markets

For other operations, such as components or factory processes and automation, there was room to expand in

ica. China and Russia.

did not see at this stage any room for expanding in cars in the US markets.

Fiat would pursue its strategy of enlarging its value change, "What we are talking about is transforming our manufacturing industry to serve our customers' other needs. The survivors in the industry would be those companies able to introduce efficiency and better serve their customers before the others.

Fiat was facing a difficult period, he admitted. Apart from problems in Brazil and the ending of Italian govern ment incentives for new car sales, the Asian crisis risked having broad repercussions. Mr Fresco said Asian countries could seek to export their way out of recession "and that means

He talked and sounded like a worldly American executive and was surprised when a journalist asked about his views on corporate transparency. "That's the only way I work," he said. Another asked about Fiat's

relationship with Italian politics. "My experience in relationships with politicians is virtually non-existent. J believe in the independence of powers," he said.

A third asked about the problems of heading a family company. "My mandate would be no different if I worked for a public company - I work for the benefits of all the shareholders," he

There may be no immedi such as India, South Amerate revolution - Mr Fresco said he would start working full-time in his new job in October - but Fiat's "Americano" has already set the wheels of a cultural evo

launch optical fibre network

WorldCom, the fast expanding US telecommunications group, is claiming industry leadership this week with the entry into service of an advanced optical fibre network code-named "Ulysses" linking Europe's financial centres and the US.

The networks in Europe and the US and the undersea cables that connect them link 27.000 US offices and 4,000 buildings in Europe. The cables and switches are wholly owned and managed by WorldCom, which gives it significant commercial advantage over competitors that are forced to lease capacity on other companies' networks to collect or

deliver international calls. 'When you own a network end-to-end you can control costs, quality and the products and services you offer," said John Sidgmore, World-Com's chief operating offi-

Customers in Europe could expect to see significantly lower communications costs. WorldCom's network is designed to carry volumes of data that would conventionally be consigned to private lines leased at high cost from telecoms

New services include international ATM, the transmission technology which underpins the information superhighway.

Mr Sidgmore said: "The European network is the centrepiece of WorldCom's in the autumn.

strategy to be the world's services over its own facilities, owned and managed end to end.

The significance of the launch is underlined by the fact that Liam Strong, head of the company's operations outside North America, chose the occasion to give his first public interview since taking control.

"We are up and operating only seven months after liberalisation of the European telecoms market while others are still thinking about said. "This network will allow us to become a major global player.

WorldCom turned over only \$7.35bn last year but is growing through organic growth and acquisition. It is in the final stages of having its proposed merger with MCI, the second largest US long distance operator. approved by US regulators.

Many analysts believe it is the company best placed to take advantage of the revolution in telecoms, which emphasises intelligent networks, data transmission and the internet at the expense of traditional voice calls.

Now that the core of the European network is complete, the company is considering expansion northwards into Scandinavia and south into Spain and Italy.

WorldCom is already committed to an aggressive expansion programme in Tokyo and Sydney starting

NatWest considers making markets By James Mackintosh

NatWest Stockbrokers, the retail broking arm of National Westminster bank, is drawing up plans to become a marketmaker in the privatisation and demutualisation shares in which it has high turnover.

Marketmakers promise to offer "best price" for certain shares at all times, either matching or heating the market, and taking the deals

on to their own book. The move would allow NatWest, the equal largest retail broker in the country. to retain the profits on marketmaking that it otherwise passes on to the likes of Merrill Lynch or Dresdner Kleinwort Benson, the marketmakers that deal with retail stockbrokers.

Richard Hunter, head of the dealing services division at NatWest Stockbrokers. said plans were still at "drawing board stage". But he added: "We are now free [of internal political restraints] because NatWest Markets has gone."

NatWest Markets was the investment banking arm of the bank, which made markets, but was sold to Bankers Trust for \$129m last December and merged with BT Alex Brown.

He said as well as privatisation shares such as British Telecommunications. he hoped to make a market in

National Westminster itself. NatWest would not only use its marketmaking services internally, but offer them to other institutions. "The first people you would go to to deal in NatWest shares is NatWest Stockbrokers," he said.

None of the big retail stockbrokers currently acts as a marketmaker. Barclays Stockbrokers, the same size as NatWest Stockbrokers, said it was not considering becoming a marketmaker after selling off BZW, which made markets. However, several upmarket brokers, such as Cazenove, Kleinwort Benson and Merrill Lynch, operate as both retail brokers and marketmakers.

Marketmakers make money through the spread etween buying and selling prices on shares, taking deals from brokers and either holding the shares themselves or matching them with other orders. Mr Hunter said: "The question is, are we leveraging our order flow enough?"

He dismissed any questions of a conflict of interest. hetween the stockbroking and marketmaking operations. "The sensitivities of who owns whom just go out the window when you have got a duty of care," he said.



18

Paul Buysse, the new chief executive of Vickers, is planning a big expansion of the engineering group's marine ful that [Mr Buysse] will go propulsion division, which is out and buy a lot of rubbish likely to involve a series of and Vickers will wither." acquisitions and joint venpulsion industry.

w the division's activities from o propellers, water jets and division has bought two h thrusters to a complete pro- marine propulsion busipulsion package including nesses this year, and is the engineering software on believed to be easier to the ship's bridge.

up much of the £200m (\$328m) cash pile with which Vickers has been left following the sale of Rolls-Royce Motor Cars to Volkswagen. The decision is one of the first conclusions of a review of the group that Mr Buysse.

a former BTR executive, began on his arrival in May. He has told investment analysts in recent meetings that the review will be completed

Mol buys

regional

gas stake

His plans for the Kamewa makes the Challenger 2 It is marine propulsion business have been given a mixed reception by some analysts. One sceptic said: "I am fear-

Mr Buysse's marine ambitures in the fast-growing pro- tions could also set him at odds with those of Sir Chris-Mr Buysse hopes to extend topher Lewinton, chairman of Ti Group. Ti's John Crane expand further by buying His ambitions could use Kamewa from Vickers. Sir Colin Chandler, Vickers' chairman, is a non-executive director of Ti.

Vickers is in talks to sell Brown Brothers, however, and could conclude a deal this month. Vosper Thornycroft is believed to be among bidders for the ship stabiliser equipment business, which could fetch £20m.

Acquisitions and joint ventures are also likely in Vickers' tanks business, which

believed to be seeking talks with GIAT of France about research and development collaboration and may pur-

many's Rheinmetall. Sir Colin and Mr Buysse have concluded that consolidation in the European tank industry should begin on a country-by-country basis. Analysts expect it to resume its pursuit of GKN's £100m plus defence business, which is seen as a non-core area o the engineering group. GKN's attraction over

sue similar talks with Ger-

Alvis, the independent UK tank maker, is that GKN is in the winning consortium for a £3bn multi-role armoured vehicle contract. which the Vickers and Alvis consortium lost. Vickers, whose current

tanks order book will run out by 2001, is expected to defer any decision on closing one of its two factories in Lecds and Newcastle until it has completed such an

Settlement delays dent Greek market

and Kerin Hope in Athens

By Kester Eddy in Budapest Trading in Greek securities Mol, the Hungarian oil and has been hit by persistent gas company, has acquired a settlement problems and vol-35.45 per cent stake in umes have fallen signifiregional gas distribution cantly as foreign brokers scale back their orders in company Egaz, which serves the relatively prosperous north-west of Hungary.

The transaction means Mol now holds significant stakes in three of five regional gas companies, all of which were spun off from Mol's integrated state-owned predecessor only in 1991.

Stakes of 50 per cent plus 1 share in the state-owned GDCs were sold to foreign investors in late 1995, and afterwards 40 per cent of shares were distributed to local councils in lieu of land contributed to the companies. GDCs buy all their gas from Mol, which has exclusive rights to import and transmit gas in Hungary.

Mol acquired a 10 per cent stake in Degaz, majority Gas of Germany, and early last week announced the stake in Degaz. Both Degaz and Egaz are majority owned by Gas de France.

Mol has declined to reveal the previous owners or the price of the stakes, which local press reports have put at more than Ft 10bn (\$46m). However, Russia's Gazprom is believed to have held stakes of about 15 per cent in Degaz and Egaz.

By Jeremy Grant in London

one of Europe's most promising new markets The development has hit foreign confidence in the Greek securities market as the country attempts to shed its emerging market image in its campaign for member-

ship of European monetary union by January 2001. It also easts doubt on whether its securities settlements systems will be able to handle a raft of private offerings planned under the government's privatisation

Greek officials have been working hard to iron out the problems, which emerged after the drachma's entry into Europe's exchange rate mechanism in March. Trading volume quadrupled but antiquated settlement systems were unable to cope. officials say thousands of trades were failing in the

local market, although the situation has improved. Nevertheless, one US investment bank. Morgan Stanley, is understood to have banned trading in Greek securities until the problems have been ironed out. A bank spokesman said he knew of no such ban.

Another large US bank said it was doing about balf as much Greek business since problems began and that trading was becoming expensive as settlement delays forced some banks to fund their own positions. Average daily trading vol-

ume on the stock exchange fell to Dr60.8bn (\$205m) in June, from Dr87.5bn in the last two weeks of March. in contrast with northern Europe, the Athens stock exchange requires share packages to be matched immediately with specific buyers and sellers rather

assign shares after settlement is completed. Greece's ban on "nominee accounts" to carry out block trades makes it hard for the country's custodian banks to meet the settlement deadline if trading volume suddenly

than permitting brokers to

make block trades and

The main burden bas fallen on Citibank in Athens, which acts as global custodian for about 70 per cent of transactions involving inter-

"We've upgraded our systems and brought in more people to handle processing after the problems in the spring," said Takis Arapoglou, head of Citibank's operations in Greece.

Volume is now much lower, but if there's another big increase we'll be able to cope without difficulty." he

Bouygues family go on the offensive

By Robert Graham in Parts

The Bouygues family has gone on the offensive against French financier Vincent Bollore to break his blocking role as a dissident shareholder on the strategy of the Rouvgues construction and telecommunications group. Martin Bouygues, group chairman, and his brother Olivier have lodged a request with the financial markets council (CMF) to allow them to break a fiveyear pact to act in concert. This was signed last December with Mr Bollore after the latter had acquired nearly 10 ner cent of voting rights.

The request, due to be neard on Wednesday, claims Financière du Loch, the Bollore company holding the financier's stake, has failed to act in concert either at board level or at the annual shareholders' meeting. If the CMF accepts the

Bouygues' case, they will have a freer hand to bring in new shareholders or in issuing new capital. Rejection means the continuation of an uneasy "co-habitation" for more than four years. The timing is significant

since CDR, the company formed to sell non-essentia assets of Credit Lyonnais. holds 8 per cent of the voting rights. CDR is reportedly being courted for its Bouy gues stake.

This is the latest twist in months of open warfare brothers, who control 22 per cent of voting rights, and Mr Bolloré. As a result of the concert pact. Mr Bollori gained two board seats and made clear the construction and utilities giant was ripe for a shake-up after under performing the stock market for much of the 1990s. The prospect of Bouygues divestments with the advent of Mr Bolloré has helped boost its share price this year.

The main source of disagreement has been telecommunications strategy, with Mr Bollore arguing that the group does not have the means to back its diversification into running France's third mobile phone network. On July 7 he is understood to have abstained from voting in lavour of purchasing

10 per cent of Bouygues Telecom held by Cable and Wireto approve 1997's accounts. A statement from the Bol lore camp over the weekend claimed the concert pact had been respected to date. "The text envisaged the freedom of vote for the shareholders: thus Vincent Bollore has the right to vote as he feels. However, he has only

EMERGING MARKETS RETRENCHMENT FOR SOME HAS LED TO OPPORTUNITIES FOR OTHERS

Time to pick up the pieces

By Emiko Terazono

June was another bad month for emerging markets. The IFC index fell 10.4 per cent, which combined with May's losses, totalled 23 per cent, the second largest twomonth decline in the index's

Although sentiment has improved this month thanks to the halt in the ven's decline and a rebound in Russia, jitters have persisted among the emerging market community as staff cuts at Jarding Fleming in Hong Kong and the collapse of Caspian, the emerging markets specialist, raised the number of casualties.

With money coming into developing markets drying up, fund managers say the number of orders given out to brokers has plunged.

"About 60 per cent of the people covering Asia now will probably have to go. There isn't enough commission to cover their costs," says Ashok Shah, fund manager at Old Mutual.

Retrenchment for some, however, has presented opportunities for others. Continental European houses and some US investment banks, keen to build up their emerging market businesses, have been busy picking up the pieces.

"We see the current situation where our competitors are pulling out, as an opportunity to build." says Feike Goudsmit, head of emerging European equities at ABN Amro in London. The bank is still recruiting for its

London-based research and trading teams, and also personnel for local offices in

emerging Europe. Others that are expanding include Donaldson, Lufkin & Jennette, which is currently expanding its non-US investment banking operations. and Banco Santander, which took on the Asian operations of Peregrine, the Hong Kongbased investment bank that collapsed earlier this year.

Although the weighting of emerging markets in various benchmarks has fallen sharply and volumes have dried up, they see the current environment as a buying opportunity.

If people are saying that emerging markets are going to remain submerged forever, that is a hell of a statement," says Richard Briance, chief executive of West Merchant Bank, the London arm of Westdeutsche Landesbank.

equities and asset

It recently appointed Allan Conway, who was at LGT executive, and James Garvey, former managing director and head of emerging markets at UBS in London as head of corporate finance for central and eastern Europe, the Middle East and Africa.

"You need to build things at the trough. If you go in when things are not and go out when they're down, you're going the wrong way," says Mr Briance

The recent search for safe havens with low correlation identified central European and Middle Eastern markets as well as Latin America as potential money makers. Central European coun-

tries, including Hungary and Poland, are promoted as "convergence plays" as they The bank has been hiring prepare to enter the Europersonnel for its emerging pean Union, while the Mid-

low foreign exposure, are also being highlighted by analysts.

For banks that have identified emerging markets as their main focus of business. it is a time to grit their teeth and hope for better times. "Things are very difficult but there are opportunities in mergers and acquisitions. and we are picking up a few deals," says Shane O'Riordain at Flemings.

In Asia, which has seen a wave of cutbacks since late last year, analysts and brokers are hopeful that much of the retrenchment is over. "If anything, banks now seem to be hiring, since many are finding that the cutting may have been overdone," says one emerging market analyst

Although things may seem grim in the short-term, there will be opportunities once Asian banks and companies start to recapitalise, say

"Volumes will probably never be the same again, but with new issues and privatisations, there will be corporate finance opportunities, says Charles Brock, fund manager at Foreign & Colo

But while the newcomers into emerging markets have helped mop up the overcapacity, some fund managers only see it as musical chairs. with familiar names representing a different investment house. "It's the same people and it's not like we're getting any value added,

London Stock Exchange opens later for trading

By George Graham Banking Editor

The London Stock Exchange will open for trading at 9.00am from today in a bid to tackle the erratic pricing that has bedevilled its Sets electronic order book in the early morning.

The new opening hours half an hour later than before - are intended to avoid the wide spreads between buying and selling ing, when institutional investors are still digesting their strategies for the day.

Brokers hope the move by the London International Finaucial Futures and Options Exchange to bring its closing time for equity index futures into line with the exchange at 4,30pm will also improve pricing at the end of the day.

But the delayed opening

specialist process plants, for

instance for the drugs and

Mr Full is keen for the

company to spread its wings. "I am not just a fan of lift-

trucks, but of Linde as a

With sales last year of

ope. Linde is aiming for

DM9.5bn (\$5.3bn), of which

84 per cent came from

DM14bn by 2003, of which a

quarter could come from

chemicals industries.

whole," be says.

brokers, which receive many of their orders overnight and market, the mandatory would have preferred, if any thing, to open the market even earlier than before. In a move that contrasts

with the exchange's later hours, Tradepoint, the struggling electronic stockmarket. will today announce a fee rebate for members who post orders early in the day.

Members who display an order between 7.30am and 9.30am will receive a credit of 2 basis points against their Tradepoint fees if the order is matched that day.

of willingness of people to post orders visible to the market. This imaginative initiative is Tradepoint's way of encouraging market users to post their orders Stuchfield, at Tradepoint. LSE's Sets system will

open for orders at 8.50am. and trades at 9.00am. To has infuriated retail stock- maintain consistency in

quote period for smaller stocks traded outside Sets order book also moves to 9.00am, though retail brokers expect marketmakers to continue quoting prices from 8.15am or 8.30am.

The exchange had also said it intended to start calculating official closing prices as a volume weighted average of bargains in the last 15 minutes of trading, instead of the last traded price, probably in December.

However, this idea, like to be reviewed in the light of the LSE's new alliance with the Frankfurt exchange. Liffe's change in its trad-

ing hours means trading of Footsie futures finishes at early in the day," said Nic 4.30pm from today, compared with the previous 4.10pm. After hours trading starts at 4.46pm and ends at 6pm, and index options trading also finishes at 4,30pm.

UK index tracking funds gain ground

By Jane Martinson, lavestment Corresponden

Index tracking fund managers have gained ground in the UK at the expense of their larger active competitors as the latter continue to take a bearish stance on equities.

Legal & General invest ment Management, one of the UK's largest index tracking fund managers with £55bn (\$90bn) in assets, rose in the year to May in a survey of investors in UK equities compiled by Citywatch. A rising stock market and

several large pension fund wins, including the contract for Centrica, the utility group, were the main drivers to this performance. L&G and Barclays Global Investors, its main indextracking rival, both seemed

to benefit from the poorer performance of PDFM and Gartmore, two of the biggest UK pension fund managers PDFM, whose future is under review by UBS, its

Swiss parent, fell from fourth to eighth place in the FTSE All-Share rankings. The company, recently renamed Phillips & Drew

believes the world's equity markets are overvalued, a view that has put it near the bottom of the performance league tables in the past three years. Although BGI's holdings

in UK equities has remained in fifth place, the group has become the fourth largest manager of segregated pension funds, relatively large company accounts.

Data collected by Citywatch also revealed that Mercury Asset Management, the UK's largest pension fund manager, had lost market sbare.

bought by Merrill Lynch for 🖾bn last year, saw its share of the total UK equity market slip from 3.94 per cent to 3.69 in the year to July. It also lost ground in the FTSE

At the same time the total t invested in the UK market rose 29 per cent to £53.3bn, largely as a result of a rising stock market.

Acquisitions helped Axa Sun Life Investment management, the company owned by the French insurance group, and Royal & Sun Alliance, the insurer, move into the top 10 in the UK equity ranks.

Prudential Portfolio Managers remained the largest manager overall, with £118bn in assets after its acquisition of Scottish Amicable last year. Schroder investment Managers, which sponsored the Yearbook, is the second largest company with total assets of £105bn.

Institutional Investor Yearbook 1998 available from Cityroatch on 0171 648 6035

abstained: never voted against a board motion." Linde keen to

The German group's new chairman sees strength in diversity, writes Peter Marsh

🖳 erhard Full, chairman ceutical plants.

the main business areas for the company, one of the engineering industry.

away from its main markets

opportunities, and some unexpected benefits.

However - amid the financial crisis in Asia, which some observers believe could depress Linde's main markets - Mr Full may find it hard to fulfil his ambitions.

Linde since 1962. He took over as chairman just over a year ago from Hans Meinhardt, the chairman for 30 years. Mr Meinhardt, who is now chairman of the supervisory board, championed the company's growth to become the world's biggest maker of lift-trucks.

come from internal expansion, although the company is also looking for a large acquisition that could further boost sales. The search for the so-called "fifth leg" was started by Mr Meinbardt

about three years ago. With none in sight, the quest confused stock market analysts. who have started to doubt Linde's seriousness. Such sentiments, together with worries about its exposure to Asia, have held Linde's share performance to 45 per cent below that of the DAX index in the past two years. Olaf Tolke, of Merrill Lynch, says most of Linde's

businesses are solid performers but many investors are "fed up" with trying to work out its strategy. Gideon Franklin, of Morgan Stanley Dean Witter, says Linde faces a "challenging" task to meet its growth targets, for retailers. It is among the given the maturity of many of its businesses and potential problems from Asia.



Gerhard Full: Whatever we buy must strengthen the other divisions'

outside Europe. Last made net profits of DM447m, up 13 per cent on 1996. Most of the growth would

screened out."

e also says the existing parts of Linde are in a good position to expand, perhaps with small acquisitions to help market penetration in specific

These would follow the company's DM400m spending spree in the past 18 months on buying companies in countries including

Of the four units, the two

ing, have the biggest poten tial for growth, says Mr Full. these divisions, which had sales last year of DM1.2bn and DM1.4bn respectively, could reach revenues of DM2bn and DM2.5bn by 2003. The plant contracting divi-

Germany and 55 per cent from outside Europe, is more internationally focused than the company as a whole. Mr Full is particularly confident about expansion prospects in this division from

sion, which derives just 12

per cent of its revenues from

the Americas, for instance in specialist projects for the chemicals industry. In lift trucks and gases which had sales last year of

DM4.2bn and DM2.7bn respectively, growth opportunities are less obvious. Both are fairly mature markets, with price competition in most parts of the world intense. Even so, Mr Full envisages expanding both smallest. refrigeration areas by about 30 per cent in



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spread its wings

of Linde, the German industrial group, probably dreams about driving hydrogen-powered lut-trucks around refrigerated pharma-This vision encapsulates

heavyweights of Europe's The Wieshaden-based company wants to expand its sales by 40 per cent in the next five years, pushing

of Europe into the Americas While the group's disparate array of businesses defies the fashion towards more "focused" companies. Mr Full believes the spread gives it more expansion

Mr Full has worked at

Linde is also the second biggest worldwide producer of refrigerated food cabinets biggest global suppliers of

Mr Full says Linde is still keen on a large acquisition but says it will have to fit in with the rest of the group. Whatever we buy must stabilise and strengthen the other four divisions. Everything that does not will be

the US, the UK and Brazil. With an eye to sharpening up profitability, the company has said all four divisions must aim for a return on capital above 20 per cent - a criterion currently met only by the gases division.

systems and plant contract. the next five years.

حكذا من الأصل



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America rather than look at

it as a function of the upsets

Western groups on Asian buying spree

Western companies, led by subsidiaries put up for sale -JS buyers, have stepped up in the first half of 1998 heir acquisitions in the six acceeded last year's total in asian countries most each of the six countries iffected by the region's eco- except Japan.

\$5.52bn in the second quar-increase in the value of taketer of 1998 on deals in Japan, South Korea, Hong Kong, Hong Kong and Indonesia Malaysia, Thailand and indonesia, according to IFR lower than in the first quar-Securities Data, which moniter, Malaysia continued to tors worldwide takeover attract little interest.

trend since the third quarter trated by Merrill Lynch's of last year, when the total purchase of Yamaichl's in the value of cross-border was only \$680m. Deals in the fourth quarter of 1997 fell Group's acquisition of a all cross-border activity, just short of \$8bn, rising to

The pattern looks likely to

Non-Asian buyers spent accounted for most of the South Korea and Japan overs. The value of deals in fell, while Thai deals were

Financial services was the This continues an upward most active sector, as illusstake in Nikko Securities. per cent of non-Asian invest- companies themselves.

continue as the number of July 1997, followed by comsolicited deals - assets or panies from the UK (11 per cent) and Germany (9 per cent).

A survey published last week by KPMG Corporate Finance found that the total value of cross-border deals in Asian and Pacific countries have fallen by more than a third in the first half of 1998 from the same period

The KPMG survey was more wide-ranging than the Securities Data survey. For example, China and India, which were not included in the latter, showed big falls retail network and Travelers deals, KPMG also monitored US buyers represented 59 such takeovers by Asian

Report recommends more back-office mergers

Investment banks hoping to system, and others with the get ahead in the consolidating global market should and foreign exchange and co-operate in restructuring cash management system their operations systems, might combine forces. hiving them off into an independently managed "joint service utility", according to the co-author of a report Reyniers said, "You can put

tants A.T. Kearney said this asset structure." strategy would be the next big step for the sector, as banks realised the limits of making cost-savings simply through the greater scale and elimination of overlaps achieved by mergers.

Mr Reyniers said: "The chief executives in this role Symcor Services to handle have no other way out but to existing merger integration about a back-office merger.

consider coming together on 100 banks, has a comparable

best fixed-income system

"Extract the systems and put them together to create a joint service utility." Mr a value on it ~ it would have Paul Reyniers of consul- its own profit and loss and

The biggest issue would be whether managements would be comfortable with the loss of control, he said.

precedent. Two years ago. three of Canada's biggest commercial banks created some back-office functions.

be thinking about their next ANZ Bank is in talks with merger, even before the an Australian competitor Cedel, the settlements Bankers should instead agency owned by more than

one with the best equities Direct. Cedel Global Services intends to fulfil the same function for settlement and custody. But Mr Reyniers said: "What we need is the industry to drive this, through more enlightened

> The ideal candidates would have mastered the year 2000 and euro chalahead to their next big move, he said. Their systems would be relatively new, based on cash-flows as opposed to individual prod-

> Such an approach might be especially appropriate for European investment banks faced with competition from the increasingly dominant US super league, he said.

Global Investment Banking Strategy. A.T. Kearney/Economist Intelligence Unit. \$700. Europe: +44 (0)171 830 1007; International Bonds Asian Countries have been forced to delay borrowing plans

Brazilians may still be appetite for this asset class smarting from watching the World Cup slip from their grasp, but at least the country's bankers can console themselves with one thing. Latin American bonds

eem to have been spared the worst ravages of the latest round of emerging market turmoil and some countries have managed to borrow on the capital (\$454m) issue priced to yield markets without too much trouble.

That has been in stark contrast to the fate of Asian borrowers, forced to hold back on their borrowing plans as ever-widening yield spreads have put the capital markets out of their reach. Last week, the J.P. Morgan emerging market bond index (EMBI), widely viewed as a

benchmark for emerging narket debt, was showing average yields on a basket of bonds at about 579 basis points over the main US Treasury bond. That compares with an average of 700 at least in the short term, basis points at the height of stable. That has allowed the first phase of the Asian last year. investors have also been

in other markets. The main reason why hurt, with many recent Latin America has been bet-

have suffered as investor mentals are looking better than those of other emerging has fallen, they have still outperformed their non-Latin counterparts by up to resping the benefits of struc-15 per cent, according to

Argentina, for example, has managed to come to the market throughout the troubles on average once every two weeks. Last week, it sneaked through an E500m

the US Treasury. That underlines how far there is no election on the investors have been prepared to separate Latin America from other emerging market risk, analysts "In the past couple of weeks there seems to have

[American] debt from the other emerging market director of emerging market proprietary trading at Deutshrinking. sche Bank. "Clearly the Rusand Asia has been looking,

> America. The only black spot is Venezuela, where there are fears of an imminent devalu- Argentina and Colombia.

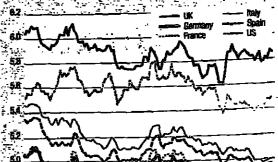
Many governments are tural reforms initiated after the Mexican peso crisis. Most have had some success in controlling inflation

and have received strong electoral backing for reform although the adjustment process is being slowed down with elections pending in Brazil and Venezuela. In Argentina - where

immediate horizon - gross domestic product growth is expected to be 5 to 5.5 per cent this year, the strongest of the Latin American economies. Bank deposits are surging.

Brazil's current account deficit should end this year at between 3.5 and 3.8 per nagging trade deficit keeps

"The region should be resilient. The Latin American context is one of improving politics and fundamentals, so we should see them outperform," said Richard Gray, head of emerging markets research at Bank of



date in the forthcoming preson the country's foreign debt

ing needs are still acute across Latin America. BBV Latinvest, part of Grupo BBV, estimates that of the \$34bn worth of emerging markets new bond issuance in the pipeline for the rest of this year, 28 per cent will originate in Latin Amer-

ica, mainly from Venezuela,

subdued over the summer a sudden burst of new issues prove hard to digest.

However, Argentina should enjoy continued access to the market through creative funding programmes, says BBV Latinvest. It has avoided problems so far by issuing in which appeals to continental European investors as it helps reduce funding costs.

Telefónica in El Salvador mobile phone deal

Telefonica, the Spanish telecoms company, has entered the Central American market by buying a mobile phone operation in the first stage of El Salva-

dor's telecommunications privatisation. In what it said was a stepoing stone to further acquisitions in the region, a group

\$41m for 51 per cent of Intel, a company created last year Argentina and Chile. when El Salvador's state carrier, CTE-Antel, was restruc-

Its bid saw off rival offers

from Telmex of Mexico and BellSouth of the US. "We want to become the biggest telecoms operator in that price." Central America," said Juan

controlled by Telefónica paid iary that already runs its operations in Peru, Brazil, Telefónica's bid was 31/2

times the base price of \$11.9m set for the sale, and surprised both rivals and sale promoters. Telmex, which bid \$23.1m. said: "We are interested, but not at

With a population in El

ble sales in the US, it said. offered within the next three The winning bid was made months on the Salvadorean through a holding company.

ica, which is 51 per cent owned by Telefónica Internacional, with the remaining 49 per cent owned by private investors in the region. The company expects to invest a further \$40m in the

mobile telephone operator. as well as a wireless service to be offered by CTE-Antel which is itself being sold off

day in the second phase of the privatisation. The base Rovira of Telefónica Interna-Salvador of about 6m, the next 12 months. cional, the Telefonica subsidprice for that sale is \$527m.

Televisa set for telecoms buy

conglomerate, intends to won licences to operate the invest in a telecommunica- next generation of digital tions venture owned by one cellular telephony. ers, in a move likely to upset minority investors.

the company had agreed in principle to take a minority stake in Pegaso-Qualcomm, a joint-venture headed by Alejandro Burrillo, Televisa vice-president and head of international affairs, which recently won a bid for government radio frequencies to

operate wireless telephony. Pegaso paid \$256m for the radio frequencies, and last week signed a \$650m investment accord with Qual-Simpser of Deutsche Morgan comm, the US developer of Grenfell. create a new telecommunica- tors had welcomed a tions company in Mexico.

pany v least \$

announce the size of its commitment to Pegaso-Qualcomm within the next two weeks. Media analysts in Mexico, however, said they saw little strategic sense in Televisa's foray into telecoms, and predicted Televisa's share price would fall

Televisa's American Depository Receipts, which closed on Friday at \$42%. have outperformed the Mexican stock market by 33 per cent this year, said Leonardo

restructuring plan,

company in Mexico, and at lift operating margins by least four other rivals that shedding loss-making businesses, cutting overheads and retiring debt.

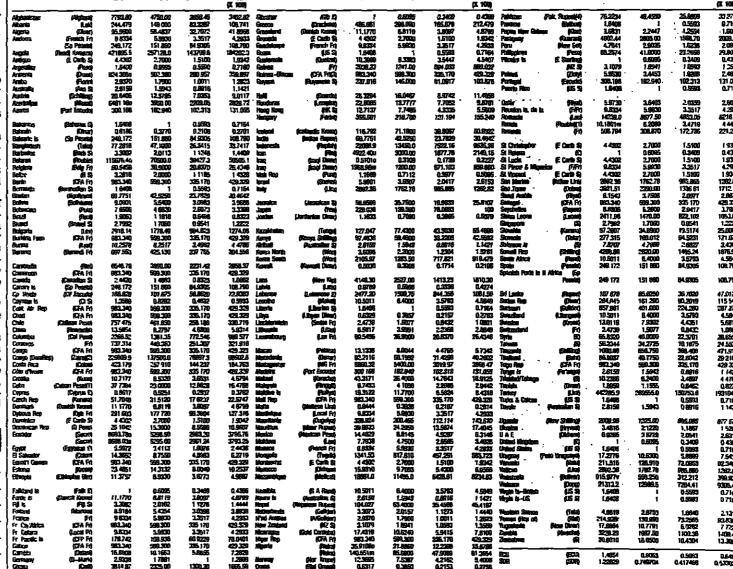
investors had also ment of professional managers to head Televisa's finance, production and sales departments. Until the death last year of

Emilio Azcarraga, Mr Azcarraga Jean's father, Televisa had been run as a family business, where loyalty was more important than efficiency, and relatives were frequently appointed to senior positions.

As a result, Televisa grew into an unwieldly empire with 20,000 staff. Analysts said Televisa's planned investment in

a setback to its plans to become the more focused. Analysts estimate the com- announced by Mr Emilio professionally-managed com-

CROSS BORD	ER M&A DEALS			
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
GE Capital (US)	Lake (Japan)	Financial styes	\$4.3bn	Detail awaited
Tise (Spain)	PRT (Puerto Rico)	Telecoms	\$1.93bn	Rival to GTE
C&W (UK)	Unit of MCI (US)	Telecoms	\$1.75bn	Internet move
Enron (US)	Elektro (Brazil)	Power	\$1.27bn	Record premium
Monsanto (US)	PBIC (UK)	Food science	\$530m	Unilever disposal
Pirelli (Italy)	Unit of Siemens (Germany)	Cables	\$278m	More consolidation
Chancellor Media (US)	Radio Centro (Mexico)	Broadcasting	\$237m	Cash & paper
Interpublic (US)	IPR (UK)	Business srvcs	\$172m	New PR force
Pressac (UK)	G Cartier (France)	Vehicle comprits	\$105m	Tender tough
Alcan (Canada)	Indal (India)	Metals	\$67m	Taking control



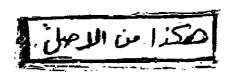
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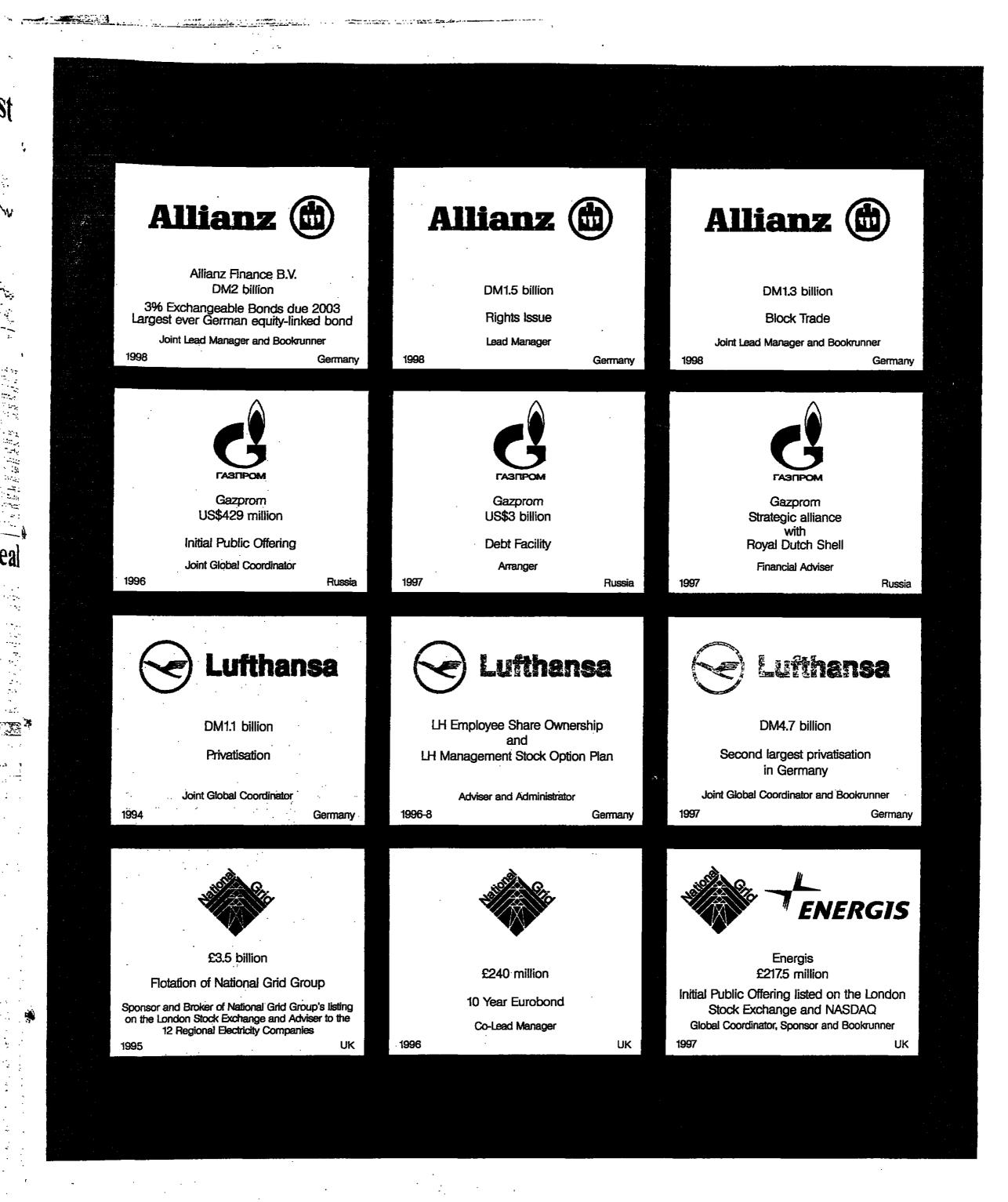
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FINANCIAL TIMES

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July 20 - July 26

At Home in Emerging and Capital Markets ING BARINGS

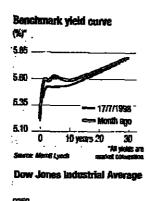
EW YORK By John Authors Alsın Greenspan, chairman of the Federal Reserve, who gives his Humphrey-Hawking testimony to Congress tomorrow and

22

Wednesday, is likely to dominate the US markets this week, No significant economic data are expected so corporate earnings figures for the second quarter, due from many large companies' offer the only other potential brake on the recent surge of

All the main US equity indices ended last week at all-time highs, with the Dow Jones Industrial Average rising from 9,105.74 to 9,337.97 during the week, while the S&P 500 rose from 1,164.33 to 1,186.75.

The Nasdaq composite index, heavily weighted towards large technology stocks, broke 2000 for the first time, moving from 1,943.04 to 2,008.76. Bond prices fell slightly, but also remain very high, with the 30-year Treasury yield at 5.74



Mr Greenspan might send a warning over valuations, although most expect him to confirm the "wait-and-see" attitude to monetary tightening. However, there are so many factors affecting the US economy at present. that there is more uncertainty than usual over what he will say.

14 15 16 July 1998

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LONDON By Phillip Coggas For UK investors, the key

statistic of the week will be the second-quarter gross domestic product figures, which should show whether the UK economy is slowing down, as some people fear. According to Standard & Poor's MMS, the quarterly growth rate is expected to be).5 per cent, with the annual rate dropping to 2.6 per cent

from 3 per cent. Another indication of economic activity will come from the retail sales data for June. There should be a sharp fall in the annual rate of growth because last year's windfall expenditure drops out of the comparison, and ooor weather and the World Cup are believed to have kept shoppers at home. HSBC expects a monthly fall of 1.5 per cent and for the annual rate to drop to 2.2 per

rates in August. Last week,

cent from May's 4.6 per cent. Analysts will try to assess whether the data makes the monetary policy committee more or less likely to raise

Benchmark yield curve FRANKFURT 7.75 7*2*5 . -- 17*/7/*1998_ 6.75 . 6.25

20 25



the market appeared confused, with the pound falling but short sterling suggesting a quarter point rise might still be possible But economics could take a back seat to corporate news, with SmithKline Beecham, Medeva, Reuters, ICI, Legal & General and

By Andrew Fisher

With Germany's Dax blue-chip index now well past 6,000 points ~ up 45 per cent this year - attention continues to be split mainly between events in Asia and developments nearer home. in line with Wall Street and other markets, Frankfurt responded well to signs that political change in Japan might lead to necessary reforms. But the extent of these remain in doubt until

broadening of the economic recovery has enhanced earnings prospects. The motor industry reported rising sales and production, expecting these to continue into next year. Combined with low inflation and low interest rates, the improving outlook has attracted more

funds into equities. As the interim reporting reason picks up investors will look hard at SAP's half-year figures and 1998 forecasts today. The

COMPANIES DIARY

Eyes focus

programme

Much attention will be focused on ICI's interims this week following controversy last month when ana-

lysts downgraded forecasts after selective briefings.

Citicorp is expected to

report solid earnings per share growth in the second

of change

on ICI's

Beachmark yield curve

4.25 3.75 Dax Index

the new Japanese prime 6050 minister is chose 6000 In Germany, the 5950 10 13 14 15 16 17 July 1998

> already said the Asian crists affected business and confirmed that profits growth was more moderate. though still strong. On Wednesday, merging banks Bayerische Vereinsbank and Bayerische Hypotheken- und Wechsel-Bank will also

TOKYO By Alexandra Harney

resignation of Ryutaro Hashimoto lifted equity markets last week, amid hopes that a successor more aggressively. Much will depend on the

the candidates, Seiroku business software group has the primary challenger, assumes the post.

per cent, to finish at exchange markets were mixed. The yield on the benchmark 10-year 182 reveal half-vear figures.

Markets will be nervously. waiting for the announcement of Japan's new prime minister next week. The administration would tackle Japan's economic problems

reputation of the new bead of the Liberal Democratic Party, who automatically becomes prime minister, to be elected on Friday. Among Kajiyama is considered the most eager to resolve the banking system's bad loan problems. The markets are likely to fall if Keizo Obuchi

Last week, the Nikkei 225 average rose 480.72 points, or 16.570.78. Bond and foreign contract climbed during the

ochmark Aight coras

week, reaching 1.45 per cent by Friday's close, which analysts said was due to expectations that economic conditions would improve under a new administration

The yen fell as far as Y144 against the dollar directly after Mr Hashimoto's resignation but strengthene to Y138.94 on Friday.

f ?

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STOCK INDICES Jul 17 Jul 16 Jul 15 Jul 14 Jul 13 High Low 6174.0 6118.8 6151.5 6100.2 5958.2 6174.0 5068.8 6174.0 968.9 5703.7 5097.1 5097.7 5058.1 5038.0 5068.8 4709.2 5098.8 1379.4 5743.6 5738.3 5737.4 5069.5 564.3 6038.0 4822.5 6098.8 1379.4 564.3 6738.3 5737.4 5069.5 564.3 6038.0 4822.5 6098.0 1378.3 5265.1 2962.0 2955.1 2978.0 2954.1 2954.2 5654.3 6038.0 262.5 1244.7 5544.4 664.5 5669.4 6280.7 4 2561.5 2576.7 2576.6 2668.0 2201.1 2088.0 1383.79 2562.94 2557.30 2555.55 2554.9 12562.7 2563.10 1201.1 15 1554.70 2562.7 2563.1 2563.0 2555.5 1569.2 2563.0 256 FIEE 250 FISE 250 to 17

LIBERTY NEWPORT WORLD PORTFOLIO

SICAY

Registered Office: 69, route d'Esch,

L-1470 Luxembourg

ANNUAL GENERAL MEETING

to be behind the arginared office of Bunque Internationale 3.1 accentioning, 69, parts of Each, L-1470 Laxenthourg, on July 31, 1998 at 11 a.m. for the

Submission of the Reports of the Board of Directors and of the Auditor;
 Approval of the Statement of Net Auera and of the Statement of Operations for the year ended as at March 31st, 1998; allocation of the net results;

Shareholders are advised that no quorum is required for the larges of the agen-da of the Amused General Meeting and that decisions will be taken on sample

had dailer to estend the meeting the owners of better theres have to depart then therefore the Meeting at the offices of Ranque Miningstonnin & Lancaubourg, 69, route of Each, L-1470 Lucembourg.

purpose of considering and voting upon the following agenda:

amposity of the shares present or represented 22 the meeting.

Shareholders are kindly invited to oftend the

hri 17 Juli 18 Juli 15 Juli 14 Juli 13 High Low High

| H15.52 | H14.65 | H14.65 | H14.67 | H15.14 | H577.11 | 1265.77 | H17.11 | 31.14 | 3751.04 | 3721.07 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 3725.04 | 37

BCH Financial Services Ltd. (formerly Central Hispano Financial Services Ltd.) USD 106,900,000.—Primary Capital Guaranteed Floating Rate Notes due 2006 with a substitution guarantee on a subordi-nated basis of Banco Central Hispanoamericano S.A.

In accordance with condition 3 (b) of the Terms and Conditions of the Notes, any Noteholder has the right to have his Note redeemed by the Company at 100 % on October 29, 1998.

This option can be exercised between August 31, 1998 and September 29, 1998 by depositing the Notes to be redeemed, together with all unmatured Coupons appertaining thereto.

FORD MOTOR CREDIT COMPANY

U.S.\$ 300,000,000 FLOATING RATE NOTES due April 10, 2001

NOTICE TO HOLDERS OF EUROPEAN DEPOSITARY RECEIPTS IN KOMATSU LTD.

interest Penod. July 10th, 1998 to October 13th, 1998 (95 days)

Coupon amount : US \$ 154.05 per note of US \$ 10,000 US \$1,540.45 per note of US \$ 100,000

Frankfurt am Main, July 1998 COMMERZBANK 352

Interest payment date. October 13th, 1998

interest rate: \$ 8375% per annum

quarter, as recent concerns ease over the state of its credit card business and the impact of the Asian financial crisis, analysts said. Citicorp is expected to report earnings per share of \$2.29 on a fully-diluted basis. up from \$2.10 at the same time last year, and compared with \$2.23 in the first quar-

casts.

TUESDAY

WEDNESDAY

● AT&T. the US telecommunications group, is expected to report second-quarter earnings per share of 90-92 cents, compared with 59 cents for the same period a Javier Bernat said earnings year ago according to ana-

ter, according to an IBES

survey of 17 analysts' fore-

lysts. AFX reports. They added that the Latin American operations, esults would be overshad-largely in Chile, but added results would be overshadowed by the debate over the impact that AT&T's proposed \$48bn merger with TeleCommunications will Vizcaya and Banco Sanhave on future earnings growth at the company.

The earnings figures to the end of June are expected to provide few surprises, as AT&T guided the market to a 90-92 cents per share earnings figure late last month. when it announced its deal with TCI. At that time, up from £87m before excep-AT&T said it expected its tionals in the traditionally

Charles Miller Smith, chief executive, ponders the group's future dis

-10 cents".

 Banco Central Hispayear earlier, according to

would be fuelled by rising profits from the group's that the contribution would be less than in the case of competitors BancoBilbao

THURSDAY Analysts are expecting second quarter pre-tax prof-its of about £115m (\$189m) -

interims. noamericano will on have had an impact across profit from ordinary activi-Wednesday report first-half the group and the market ties of Fl 772m-Fl 1bn net profits after minorities of will be looking for news of (\$386m-\$500m), or Fl 2.50 Pta31.7hn-Pta33.1hn (\$205m- progress on disposals in \$214m), up from Pta25.03bn a industrial chemicals, the rump of the old ICI. Paints analysts' estimates. and materials, meanwhile, Caja Madrid Bolsa analyst are expected to have been dented by the Asian slow-

down and, in the case of the former, by a price war in the

• Banco Bilbao Vizcaya, the Spanish bank, will on Thursday report first-half net profits after minorities of its before exceptionals of Pta73.8bn-Pta75.6bn, up F1772m, and EPS of F12.50, from Pta58.01bn a year earlier, according to analysts' estimates. Analysts expect the results to rise in line with expectations, mainly because of the contribution of the bank's Latin American operations. They also said the company's cost Fl 1.49bn and earnings of

of 80-82 cents per share by 8 Chemical Industries reports • Philips, the Dutch consumer electronics group, will Currency is expected to report second-quarter net -Fl 2.84 per share, compared with Fl 693m, or Fl 1.99 per share for the same period last year, according to ana-

lysts' forecasts. Analysis noted that a sharp decline in Philips' Asian sales is likely to be partially offset by stronger European sales.

Corneille Couwenberg, of ABN Amro, who is forecasting second-quarter net profsees a slowdown in profit growth, mainly as a result of the Asian crisis but also because of weak results at PolyGram, the music and

film business. He expects Philips to release first-half net profit of F14.15, with a weaker profit growth in the second quarter than in the first.

REDEMPTION NOTICE CITICORPO U.S.\$20,000,000

ing Rate Notes Due May 30, 2000 ISIN No. X50057778824 Common Code No. 5777682

Common Code No. 5777682

NOTICE IS HEREBY GIVEN THAT Citicarp has elected to redoem on August 28 1998 (the "Redemption Donn") all of the U.S.\$20,000 000 Floating Rute Notes Due May 30, 2000 issued by Citizarp on May 30, 1995 (the "Notes"), at a redemption price, which will became due and poyable on the Redemption Dob. and all of 100% of the principal encount of the Notes plus inferred occurred to but not including, the Redemption Dote. On and after the Redemption Dote, whereast was the Notes will create the recom-

on the Notes will costs to discrete
the Notes are to be reduced at the main office of Calbarth. N.A. in Landon and
all the moon office of Barreya International a Luxembourg Payment of the Notes will
be made upon presentation and surrender of the Notes (togother with all
popurtersons Couptons, it arry, montaining subsequent to the date freed for
extemption). In the event that Couptons maturing subsequent to the date freed for
extension or in not so properted the contain represented by such Carptons are
determined in accordance with the terms of the Note, will be deducted from the

hdy 20, 1008 by Gibbonk, M.A. (Global Agency & Trust Servacual, Agent Book. CITIBANCO

The Republic of Panama PDi Bonds Due 2016

-31

Notice is hereby given that from July 17, 1998 to January 19, 1999 (186 days) the Bonds will carry on interest rate of 6.687% however The Republic of Panama have elected that the fifth Interest Payment Date January 19, 1999 is to be a Roduced Interest Payment Date and as such the Interest rate payable will be 4%.
The Interest amount applicable to this period, calculated at a rate of 6.6875%, would be 36.44 per Bond having a face amount of US\$1,054.66.

US\$1,U34.00.
The Reduced Interest Amount payable on January 19, 1999 calculated at 45 will be US\$21.80 per Bond having a face amount d US\$1.054.66. The Capitalised Amount for the third period is therefore US\$14.64 per Band having a face amount of US\$1,054.66.

July 20, 1998. Landon By: Calbank, NA. (Global Agency & Tingel Serveya), Agent Basic CITIBANCO

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US\$150,000,000 **6** Espirito Santo Financial Holding S.A. Floating Rate Notes due 2000 Notice is harrier given that for the ton-month party (seen that for the ton-month party (rom aby 20, 1998 a October 20, 1998 the Nores will carry a excess rate of 6.19232- per attention. The interrest, sectors (playable of the thermal payment date. October 20, 1998 will be U.S. \$50.21 for Nosea in demandations of U.S. \$50.000 By: The Classe Manhattan Sank Literies, Agent Beat OCHASE July 20, 1998

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second quarter figures to weaker first three months of increase the efficiency rate "exceed analysts' estimates the year - when Imperial over the coming years, **NEW INTERNATIONAL BOND ISSUES** Amount Coupon Yield Lauach rs. Maturily % Páca % spread bo us dollais US DULLIOS
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THE WEEK AHEAD

DIVIDEND & INTEREST PAYMENTS

■ TODAY Airflow Streamlines 6p Asset Mngmnt Fdg 1p Banco Real 7%% Nts 2000 Do 81/4 Nts 2001 \$406.25

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Bett Brothers 2.05p Bradford & Bingley Bidg Scty 11%% Perm Int Brg £581.25 British Steel 11%% Ob 2016 25.75 Chesterfield Properties 9p Dewhurst Dent 7% Un Lin

1990/2000 23.50 Fountain Forestry 0.95p incepta 0.35p Japan Airlines 6% Bd 1999 Y600000.0 Lloyds TSB Sb FRN 2005 £19.45 London & Assoc Properties 0.90

M & G income Inv Tst 1.15p Do Gezred Units 1,15p Do Package Units 1.15p NT & T 9% Nts 1999 \$900.0 Northumbrian Fine Foods 0.2p velation Piccadilly 0.20 UK 6%% Bd 2001 \$67.50

TOMORROW Basque Country 314% Bd 2005 Y32500.0 Cádcentre 2.4p Creative Publishing 5.75p Denby 1.7p Hiscox 2.2p

Mid Kent Hidgs 19.8p Mitsui (Europe) Fxd/FRN 1999 Y261147.0 Tokyo Gas 51/2% Nts 1998 \$275.0 Yokohama 61/2% Gtd Bd 2005

WEDNESDAY JULY 22 Canary Wharf Fin Class D FR 1st Mtg Db 2020 £107.21 Exchequer 12% 1999/2002 £6.0 F & C Private Equity Tst 2p First Ireland Inv 3.2p

German Smaller Co's Inv Tst 0.6p Helphire 0.8p Japan Airlines 51/2% Bd Jul 2003 Y55C000.0 Do 65/4 Bd 2003 \$66.25 Kyushu Electric Power 6%% Bd 2003 \$318,75 MEPC 4p National Australia Bank

A\$0.49 Perpetual Inc & Grwth Inv Tst 2.05p Sweden 131/2% Ln 2010 267.50 Tokyo Tatemono 4.9% Bd 1998 Y490000.0 Toyota Motor 61/4 Bd 2002

Treasury 1144% 2003/07

York Waterworks 9.3p

25.875

African Dev Bank 1114% Bd 2001 9582.50 Ashquay 0.2p Fleming_Continental European Inv Tst 2.8p Golden Castle Euro-Finance Gtd Asset-Bckd FRN 2004

THURSDAY JULY 23

\$149.83 Greenway 1.5p Hitachi Credit (UK) 3.85p Invesco English & Int Tst 0.8p Plysu 6.2p Watermark 0.88c YTB Fin (Aruba) Gtd Sb FRN 2003 \$1589.34 Young & Co's Brewery A 8.3p Do N/Vtg 8.3p

FRIDAY JULY 24 Airsprung Furniture 5.41p Allied Domecq 9.73p Anglo American Corp of South Africa R5.65 Apollo Metals 1.6p Arcadia 4.7p Bestfoods \$0.225 Brown (N) 5.25p Civide Blowers 2.67p Cosalt 4.5p Crown Leisure 0.75p

Haziewood Foods 71/2% Cm Ptg. Pf 4.375p Highlands & Lowlands M\$0.135 London Scottish Bank 1.07p

McDonalds 6%% Bd 2006 FF:675.0 Osborne & Little 34p Ptilar Property 4p Ptarmigan Int Cap Tst 2.2p River & Mercantile First UK Inv Tst 0.4p SBS 1p Sainsbury (J) 10.15p Sears 2.9p 3i 6.4p

■ SATURDAY JULY 25 Debenhams Retail 71/4% Un Ln 2002/07 £3.625 Do 7%% Un Ln 2002/07 23.875

United Utilities 11%% Bd 2001 £116250.0

Time Products 7.6p

Housing Securities 8%% Db 2019 £4.1875 Salford 7% Ln 2019 £3.50 Treasury 13%% 2000/03

■ SUNDAY JULY 26 Treasury 21/2% IL 2016 \$2.4441 Treasury 7%% Ln 2012/15

Legal & General

FRIDAY JULY 24

Regal Bath Hotel.

United Utilities,

Interim:

Total Office

Bournemouth, 12.00

BOARD MEETINGS:

Martin Currie Japan

COMPANY MEETINGS:

Lainsborough Hotel, Hyde

Park Comer, S.W., 12.00

Southern Electric, De Vers

Company meetings are annual

general meetings unless

Please note: Reports and

accounts are not normally

six weeks after the board

meeting to approve the

This list is not necessarily

companies are no longe

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available until approximately

otherwise stated.

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Northern Rock

UK COMPANIES

TODAY COMPANY MEETINGS: Greenway, 117, The Headrow, Leeds, 11.00 Renaissance US Growth & inc Tst, Kempson House, Camomile Street, E.C., 12.00 WT Foods, Chamber of Shipping, Carthusian Street, E.C., 11.00 BOARD MEETINGS:

Industrial Control US Smaller Co's Inv Tst Trust of Property Shares

TOMORROW COMPANY MEETINGS: Young & Co's Brewery, Wandsworth Town Hall, Wandsworth High Street S.W., 11,30 BOARD MEETINGS: Finals: Aston Villa Barbour Index Copyright Promotions Faryewood MITTE Oglesby & Butler

St. Modwen Properties Temple Bar Inv Tst

■ WEDNESDAY JULY 22 COMPANY MEETINGS: Performing Arts Centre Hinchinobrooks School Huntingdon, 11.00 Chloride, Royal Aeronautical Society, 4, Hamilton Place, W., 11.00 Coats Viyella, Four Seasons Hotel, Hamilton Place, W.,

11.00 Dee Valley, Llyndir Hall Hotel, Llyndir Lane, Rossett, rexham, 3.00 Fulcrum Inv Tst. Middlethorpe Hall, Bishopthorpe Road, York, 10.30 Osborne & Little, 49, Temperley Road, S.W., 11.00 Scottish Power, Edinburgh Festival Theatre, 11-29,

Nicolson Street, Edinburgh, 11.00 Volex, Copthorne Hotel, Salford Quays, Manchester, 11.30 BOARD MEETINGS: Finals:

Martin Currie Moorgate Inv Tst

WF Electrical, Allied Textile

Dee Valley 13.2p

Grainger Tst 1.75p

Do N/Vtg 13.2p

■ THURSDAY JULY 23 COMPANY MEETINGS: Boots, Queen Elizabeth II Confernce Centre, Broad Sanctuary, S.W., 11.00 Brockhampt Brockhampton Springs, Wes Street, Havant, 12.30 Meyer Int, Le Meridien Waldorf Hotel, Aldwych, W.C., 12.00 Proteus Int, New Broad Street House, 35, New Broad

Street, E.C., 12.00 Renold, Renold House, Styal Road, Wythenshawe, Manchester, 2.30 Shanks & McEwan, Glasgov Hitton, 1, William Street, Glasgow, 11.00 Tex Hidgs, 49, Glebe Place, S.W., 12.00 Warnford Invs, institute of Chartered Accountants. Moorgate Place, E.C., 12.00

BOARD MEETINGS: Jones Stroud

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Editor.

fun for Jul

Succession issue to influence yen

By Simon Kuper

By Friday, we should know minister of Japan. The vote that day is to elect the presi-dent of the ruling Liberal Democratic Party, but whoever wins is likely to be confirmed as prime minister by the Diet later this month.

The yen, stable for weeks, should continue to react mainly to the political news

The market, having initially tried to draw subtle didates to rule Japan, seems to have moved to the view that whoever becomes prime minister will reform drasti-

Ryutaro Hashimoto, the outgoing premier, is seen to

to succeed him, Seiroku Kajiyama and Keizo Obuchi,

POUND IN NEW YORK

of change. If either appears on track to take over from who will be the next prime Mr Hashimoto on schedule, the yen should benefit.

However, until there is more definite news, the currency may struggle to move far from Y140 to the dollar. With almost no US eco week should be Alan Greenspan's semi-annual Humphrey-Hawkins testimony to

The chairman of the Federal Reserve is almost always canny and even liable to reflect the Fed's bias to raise rates. That could shake up markets. On Thursday the Bundes

last time before the summer recess. It is expected to go on holiday with unchanged

Jel 17		Cincles	Change	Buttoffer	Dants	wid	Desc.		Three	made.	Con y		. I
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EURO CURRENCY INTEREST RATES

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WH SMITH GROUP PLC	WH	SMI	(H)	GRO	UP	PLO	て
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Summary of the second interim unaudited results for the 12 Months ended 31 May 1998*

Richard Handover, Chief Executive, said:

"We have made excellent progress in implementing the strategy we announced in October. We have also stabilised the Company after the problems of recent years and the disposals phase of our plan has now been successfully completed.

"We are clearly focused on the operation of our core businesses where we are improving performance and strengthening their organisations. The next phase of our work is to start to realise the full potential of the WH Smith brand and businesses, while completing the integration of the John Menzies retail chain.

"In common with UK retailers, trading in June was disappointing, with retailing sales unchanged compared with the previous year. It is too early to be clear that this indicates a continuing

"The Company expects to make satisfactory progress over the next year and to meet the significant challenges it faces with confidence."

	1998 £m	1997 £m	Growti L
Sales - continuing operations	2,110	1,991	6%
- total	2,901	2,763	
Profit before tax and exceptional items	143	124	15%
Exceptional items	124	(73)	
Tax	(39)	(24)	
Minority interests	(4)	(2)	
Profit attributable to shareholders	224	25	
Earnings per share before exceptional items	35.0p	29.5p	19%
Earnings per shure	79.2 _P	8.6p	
Second interim dividend per share	11.5p	10.4p	11%
12 months dividend per share	16.75p	15.65p	7%

changed from 31 May to 31 August. Accordingly, the Company's current accounting period will end on 31 August 1998 and, in accordance with the Listing Rules of the London Stock Exchan rort. The results for the period ended 31 August 1998 will be published in early December 1998.

5.463 2.959 3.863 1.127 2.834 0.114 1.02 1.327 2.542 2.337 1.354 2.016 1.444 2.227 411.5 222.9 253.4 84.93 213.5 8.615 75.34 83.01 100.5 190.5 190.5 190.5 102.0 151.9 108.8 167.8 21.49 11.54 13.23 4.435 11.15 0.450 3.534 10.52 4.335 5.222 10 5.260 13.01 5.326 7.830 5.681 8.761 4777 2588 2941 965.8 2479 100 874.5 2338 963.6 1161 2223 7169 2692 1184 1783 1947 20.43 11.07 12.58 4.216 10.50 0.428 3.740 10 4.121 4.954 9.506 5.000 12.37 5.065 7.539 5.401 8.328 495.8 268.6 305.3 102.3 257.2 10.38 90.76 242.7 100 120.5 231.7 121.3 300.2 122.9 182.9 181.1 202.1 4.085 2.213 2.516 9.843 2.120 0.086 0.748 2.000 0.824 1.901 1 2.474 1.013 1.503 1.080 1.927 1.044 1.187 0.396 0.040 0.353 0.943 0.389 0.488 0.897 0.472 1.167 0.478 0.786 Open int. 90,543 661 70 48,873 57 0ct 271 224 1.80 Sep 2.36 1.50 1.35 0.6654 0.6720 0.6785 0.6700 0.6755 — Open lot 104,258 1,488 1,834 +0.0054 +0.0054 +0.0052 5.800 98.8908 6.800 104.5500 LONDON MONEY RATES

CROSS RATES AND DERIVATIVES

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ille on offer	£100m	£100m	Top accept	ied rate	7,1396	7.1797%		03/18	· 2.700	105.6200	2.34	-	+0.09	+0.26	-0.6
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Hunt for Japan's PM to set tone

ROPEAN OVERVIEW Martin Dickson,

pan's hunt for a new ime minister and ogressional testimony by an Greenspan, chairman the US Federal Reserve, e expected to be important fluences on European

uity markets this week Analysts believe the yen gainst the dollar if Seiroku the FTSE Eurotop 100 index ajiyama, the former closing at a record 3053.94. apanese cabinet secretary who is promising major sur very in the financial sector ooks like emerging as victe

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High 95.890 98.130 96.075 95.950

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Mia and strength on Wall Freet pushed many rates, shows Ireland's differ the trend in bonds could be kuropean equity markets to ential against Germany market scepticism over Analysts believe the yen European equity markets to ential against Germany market scepticism over build make further progress lew highs on Friday, with around 2.20, with Italy Emu; a belief that bunds

NANCIAL TIMES MONDAY JULY 20 1998

up 32.94 points. The broader Eurotop 300 index closed up 13.37 at 1320.33. There has been little

n the race to lead the Lib-recent progress in the money exchange rates for the year cal Democratic Party. How- and bond markets in the end. On May 4, the Irish ver. Japanese Government convergence expected to interest rate differential was londs could suffer from take place before the yearbans of a flood of deficit-fin- end among countries joining aring paper hitting the monetary union in the first rarket.

in the US, a strong influence on Treasuries will be reacy convergence table.

Diminishing anxiety over interest rates for the year
wave.

The FT's Eurozone curvely eld spreads between German bloc countries and Emu peripherals.

London Bond Broking end from forward currency

> start of May, when the EU set "Euro in" bilateral

FTSE Extratop 100 FTSE Ebloc 100

Europe Ex-Eurobioc Europe Ex-UK FTSE Europe Inde

Building Matte & Mercha Chesticals Diversified Industrials Electronic & Elect Equip

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Electricity Gas Distribution Water FRANCIALS

+1,02 +1,09 +1,11

+1.04 +0.79 +1.00 +1.13

+0.45

+1.54 +0.47 -2.43

-2.18 -0.38 -0.24 +0.89 +0.75 +0.75 +0.58

+0.37 +0.35 +1.62 +1.46 +1.95 +1.32 +0.95

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+13.37 +32.94 +12.36

+14.43 +9.35 +12.45 +15.63

+4.52

+12.83 +4.45 -22.91

-22.22 -4.03 -2.81 +8.40 +8.49 +7.99 +5.53

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Spain was 0.34.

In 10 year bonds there has also been some increase in

argues that factors behind around 1.00 and Spain may prove the Emu bencharound 0.60.

In each case that is substantially greater than at the tifying wider spreads; and differing views of country

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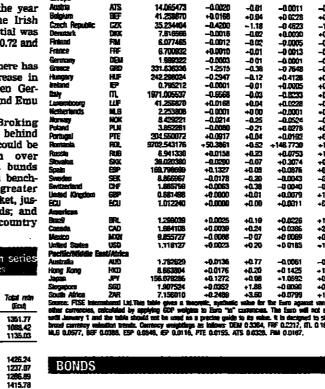
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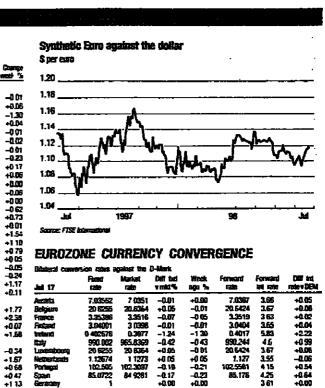
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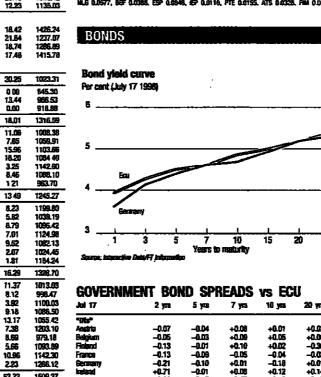
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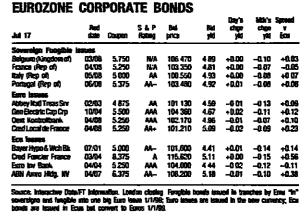


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Jul 17	2 yra	5 yes	7 yrs	10 yrs	20 yrs	30
"Its"						
Aostria	-0.07	-0.04	+0.08	+0.01	+0.02	+6
Belgium	-0.05	-0.03	+0.09	+0.05	+0.06	+6
Floigrad	-0.13	-0.01	+0.10	+0.02	-0.30	-(
France	-0.13	-0.09	-0.05	-0.04	-0.02	4
Germany	-0.21	-0.10	+0.01	-0.18	+0.01	-(
10000	+0.71	-0.01	+0.08	+0.12	+0.14	+(
toly .	+0.25	+0.15	+0.17	+0.12	+0.15	+0
Lineary	-0.05	-0.03	+0.09	+0.05	+0.06	+0
Netberlands	-0.10	-0.09	-0,01	-0.08	+0.03	-0
Postocel	+0.12	+0.10	+0.16	+0.12	+0.35	+0
Scain	+0.00	+0.06	+0.12	+0.12	+0.20	+0
"OUTs"						
Denomark	+0.20	+0.14	+0.20	+0.10	+0.08	+0
Greece	+6.40	+4.17	+3.39	+2.70	+2.38	+2
Sweden	+0.13	+0.10	+0.18	+0.08	+0.11	-0
UK	+2.75	+1.56	+1.42	+0.93	+0.55	+(

Jul 17	S&P mating	Pled date	Coupe	Currency code	Spread	Spread wik ago	Spr neth
KFW	AAA	01/09	5.000	DEM	+0.01	+0.00	+0
France Telcom	AA+	11/06	6.250	FRF	+0.16	+0.16	+0
Hattax	AA.	07/07	5.625	DEM	+0.17	+0.19	+0
lng Back MV	₩-	01/08	5.500	NR.G	+0.15	+0.18	+0
Server Hydro W Blk	M-	02/02	6.750	III.	+0.32	+0.31	+0
Cred Foncies	Á	02/03	7.250	DEM	+0.31	+0.32	+0
Thouseon-Brandt int	A-	03/04	6.375	FRF	+0.35	+0.36	+0
Generale des Eaux	BBB+	03/04	6.250	RE	+0.32	+0.32	+0
Bank of China	888	07/99	7.125	DEM	+0.58	+0.90	+0
Hati Blk of Hangary	886-	06/01	9.000	ATS	+0 63	+0.68	+0
Korea Dev Bank	BB+	11/02	5.625	FRE	+5.79	+5.81	+4
Arpentine	N/A	04/08	8.125	XEU	+3.18	+3.20	+3

						FRANCIALS			04.01	+1.24	+18.49	222	20.9	_	536,65
OTHER IN	D-S					Banks, Retail Insurance			78.93 26.13	+1.34 +1.07	+14.23 +11.97	2.75 1.18	8.20 8.25		087,87 135,53
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Diagec Helseksia	-1 493 -1 119	50 OF 30 70	مهر حد	712 1		Tûres!	SH4	+10.6	34.9	E1 25	House House	130.66	+256 -15	E4	0.1 DB
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BBL THE LUCKY DRAGON FUND International Depositary Receipts (IDRs) issued by Bank Brussels Lambert evidencing Beneficial Certificates representing 1,000 Units INCOME DISTRIBUTION INTERNATIONAL INVESTMENT TRUST CO. LTD., the Manager of The LUCKY DRAGON FUND, announces a cash distribution of US\$ 80 (equivalent of NT\$ 2,760) per IDR (equivalent of 1,000 units) for the unitholders. The cash distribution represents a net of 20 percent withholding tax and Payment for coupon no. 1 of The Lucky Dragon Fund International Depositary Receipt will be made after deduction of the Depositary's fees in an amount of US\$0.40 per coupon, on or after July 30, 1998 at the offices of Bank Brussels Lambert in Belgium. in compliance with the terms and conditions of the Deposit Agreement, the cash distribution will be made by the Depositary against presentation of the appropriate coupon and the certificate of nationality and residence duty completed. Holders of IDRs forming part of a Global Depositary Receipt will receive payment through Euroclear or Cedel. Depositary: Bank Brussels Lambert Avenue Marrix, 24 1000 Brussels

The Republic of Panama **Discount Bonds Due 2026**

Notice is hereby given that the Rate of Interest has been fixed at 6.6875% and that the interest payable on the relevant Interest Payment Date, January 19, 1999 against coupon No.5 in respect of US\$1,000 nominal of the Notes will be US\$34.55.

By Calbonia, N.A. (Global Agency & Trust Serveza), Agent Bank CITIBANC

Sun Life Global Portfolio (SICAV) egistered Office: 50, avenue J.F. Kennedy, L-2951, Luxembour R.C. Luxembourg B27526

Dividend Announcement The Board of Directors announce that a dividend has been declared on Haven Portfolio at the rate of 1.29 pence per share

which will be paid on 11th August 1986 to the respective Shareholders of that portfolio as recorded at the close of business on 30th June 1998. The Board of Directors

NOTICE TO HOLDERS OF THE S.T. NOTES DUE 2001 OF COPEN at AGENT

at Markette Bank, Lucenth,
5, Rue Plette, L-2338
Lucenthoug-Grund, Lucenth,
By The Chase Markette Bank
for and on behalf of
COP-DMI Patropolinik
July 20, 1988

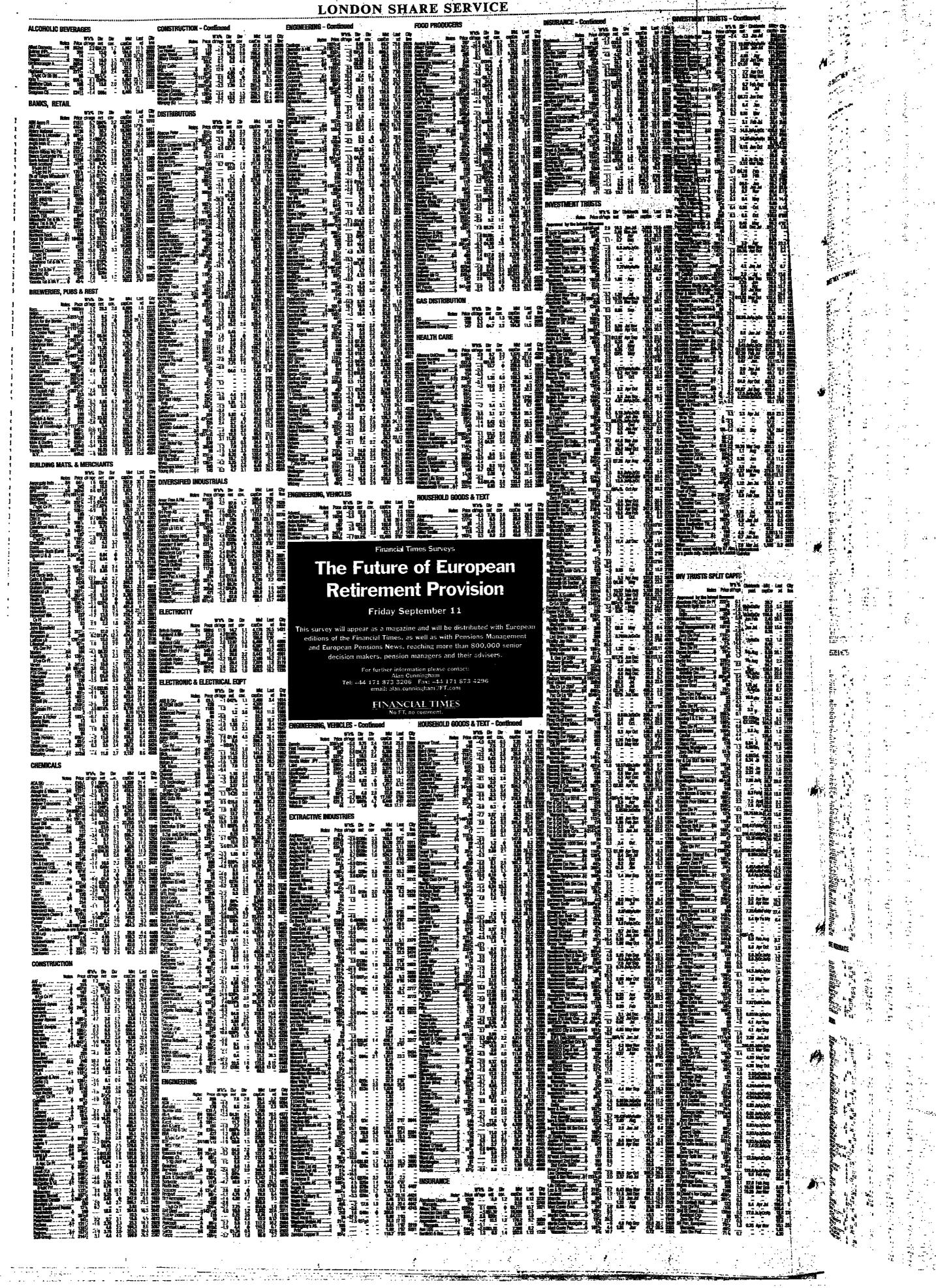
> To Advertise Your Legal Notices Picase contact Melanie Miles on

Tel: +44 0171 873 3349

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FINANCIAL TIMES No FT, no comment.

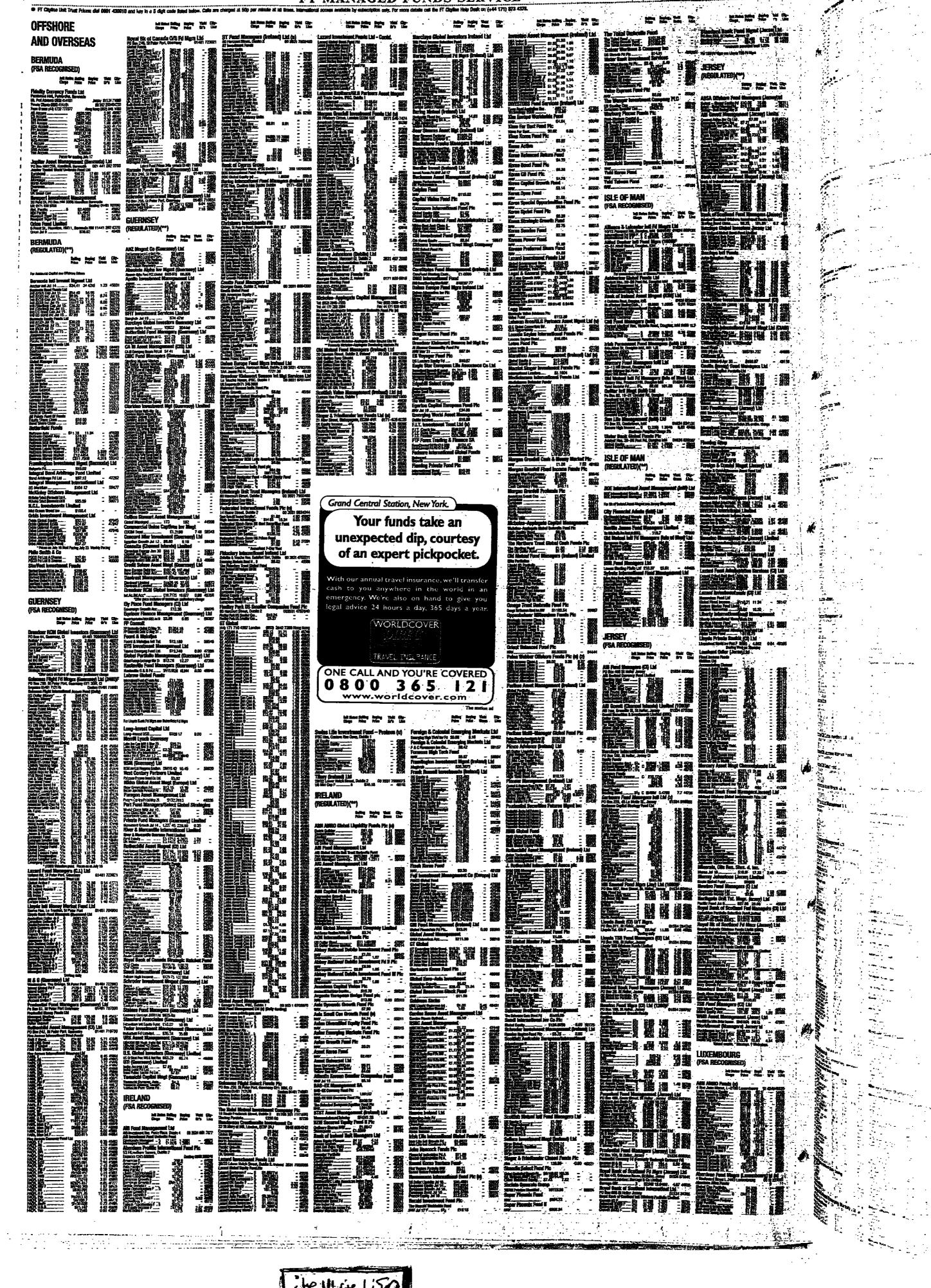
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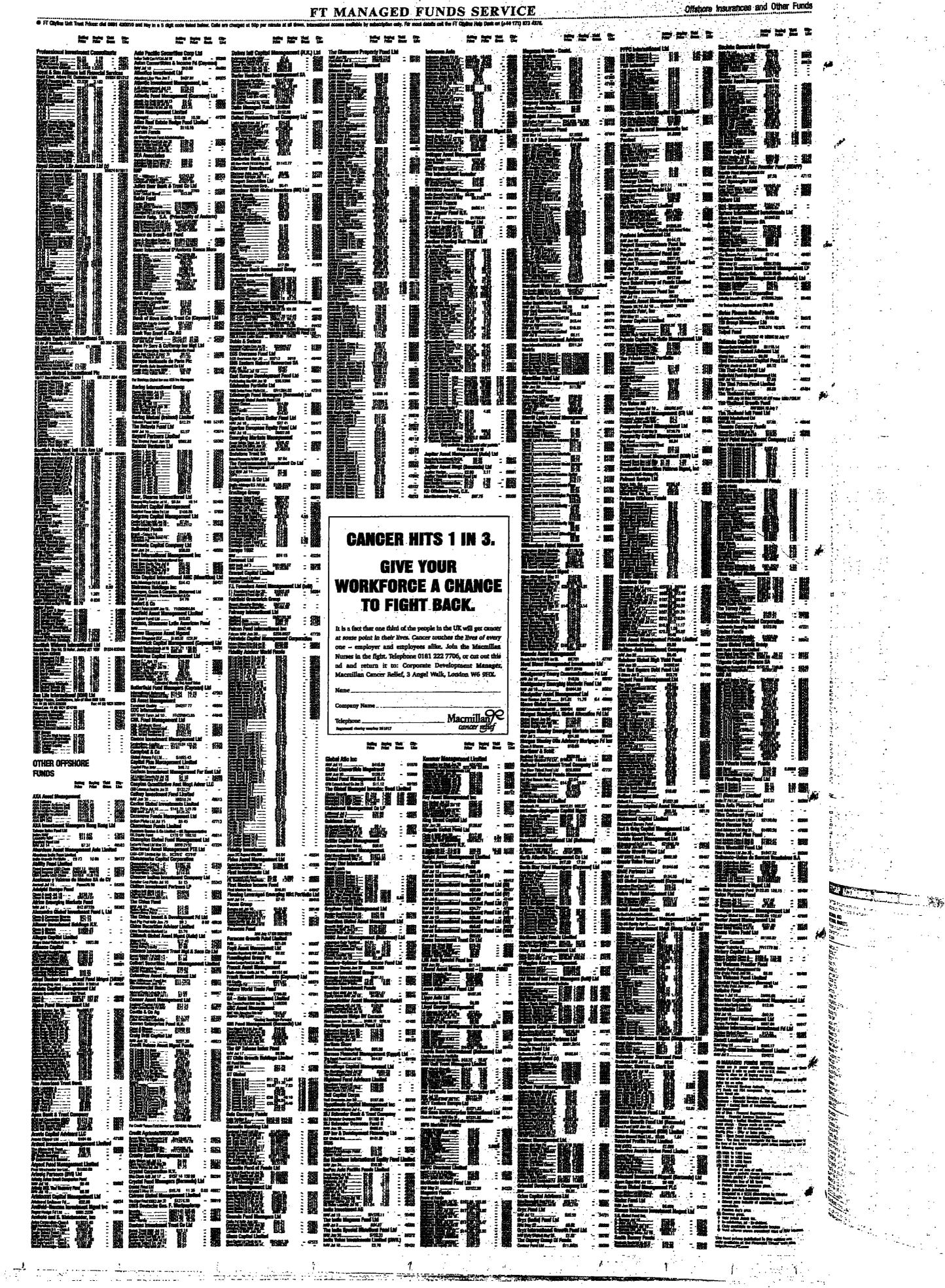


FINANCIAL TIMES MONDAY JULY 20 1998

Offshore Funds and Insurances

FT MANAGED FUNDS SERVICE

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	Highs & Lows shown on a 52 week basis WORLD STOCK MARKETS	31
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FINANCIAL TIMES MONDAY JULY 20 1998 * **GLOBAL EQUITY MARKETS** US DATA JAPAN 41.22 · Tot 16570.78 1677.192 16674.14 17264.14 16664.44 38015.0 65.25 CAC 40 4385.44 4353.13 (6772.07. Day's Day: 18686.78 Day's Day (277.25 186au 225 4388.45 4358.13 4344.30 4388.46 2862.54 4388.48 884.61 9,508 1,716 1,208 579 138 75 III TOKYO TRADINI ACTIVITY PARES TRADBIG ACTIVITY 13.23 Amer IL ACTIVE STOCKS Dies Tig Telebo Yamana Odly R Est ASK Corp Mako Alahi Tk Di Down Togo Wa & Ye Hansin Cp 1,002,005 1690 1,257,118 200 1,117.735 27.2 1,106,921 404.5 971,949 465 705,951 404.5 678,590 277.2 578,590 264.5 581,577 167 623,484 365 8,401,000 8,787,000 6,967,000 5,968,000 5,571,000 4,912,000 4,468,000 4,468,000 4,468,000 4,468,000 Volume : 618.204.550 Stocks Close Day's traded paics change -18.3 -7.0 -21.5 -5.0 -11.1 -9.3 -12.8 -2.9 9 10 13 14 15 16 17 http://des -개 -개 -개 -23 -9.2 -6 -8.5 227 65 5 487.47 808.75 4.64 506 5748,000 589, 5748, FTSE Eurotop 300 -18% -69 -84 -42 Jul Jul Jul 1998 17 16 15 1990 Loui 6147.87 6004.02 6108.24 6147.87 4087.28 6147.87 931.18 FISE 100 6174.0 616.8 6151.5 6174.06 Day's back 6114.06 FRANKFIRT TRADING ACTIVITY M LONDON TRABING ACTIVITY 401.41 (21/4/98) †23.36 (7/12/93) Dane Day's price change 1175 + 1 1155 + 330 + 255 52 + 21 1315 - 1315 331 - 6 351 + 11 271 - 5 1290 Day's Day's change choe % Upp and Pado Real SA leas Reacher Shoopy Algo Downs S.E.A. Med Grystans Hee gasts Res. 11P Grys 4,825,288 133,5 1,059,009 172,95 224,079 70 618,026 80 980,065 54.8 585,941 156,85 595,941 156,85 595,941 156,85 595,941 156,85 595,941 156,85 595,941 156,85 595,941 156,85 595,941 156,85 595,941 156,85 +35.3 +25.7 +25. +24.1 -18.5 -14.9 -14.5 --13.2 8,478,495 8,123,817 8,083,314 7,740,384 7,471,733 9 10 13 14 15 16 17 Jul 1 1,27 32,09 Year ago 1,50 25,78 INDEX FUTURES SattPrice High Hgb سورا Est. you. Open int. Cepan Change Low Est. vol. Open but 157,244 97,398 623.75 826.00 1193,80 1206,80 +260 823.00 828.00 Seet price Est. vol. Open int. 78,146 2,268 est Agence for provides day. WORLD MARKETS AT A GLANCI **◆ Yead** ◆ PRE 22144.50 21778.33 21732.80 23485.47 2373 Hannal and Straign concerns. Property concern PSA 5922.63 5990.25 5904.24 13546.53 13470.53 13455.10 18232,40 27i 3.12 d 9,71 per count to 3,84 person Al Mining 61A7 6203 6068 71210 234 soling clipped gains back. Resources bot 0.7 per cent while beats, med 193.25 181.32 entary recedes and shares the 3637.3A 236 674.17 236 194JH 87 **MI KW SICIE** DI and sheed within gained ground on Thus (c) 542.50 540.79 504.54 26/5 1517.22 1512.52 1510.57 1626.58 26/5 437.44 13/1 1245.80 13/1 200.04 166 1002.44 147 or, was top gainer, Belgium 199.20 3600.25 3500.66 3614.43 3620.28 147 Restroible led the ridy. Portie and ISC were among the leading galaxis. 257.78 10/1 1.48 24.2 115.62 117.34 7/31.0V 7/32.5 7/39.4 8/32.70 204 1054.2V 1048.1 1028.3 1152.70 57 1654.9V 865.3 1692.7 9942.30 204 5588.80 12/1 672.60 18/3 BCI Caralt 30 384.73 377.51 376.44 394.73 1777. Barca: Com Ind 1806.17 1507.85 1502.1 1664.36 7M Millian Geomet 25722.0 25281.0 25229.0 26377.00 64 Na halla Michie crock up over 4 per cond on bother than expected autocription ligar 454.96 454.07 452.77 425.83 255 3485.04 3409.98 3409.31 4369.01 103 7418.30 7406.00 7889.13 7822.30 224 3754.82 3760,72 3766.44 2865.81 255 king stacks holped lades edge up. 188894, pipelines and **6715.19** 121 1022,35 27 3335.72 156 1666.44 13/1 224.85 12/1 1128.81 12/1 1173.25 14/1 947.52 934.53 930.92 947.52 17/7 \$2.13 35.99 35.90 \$6.58 10/2 73.64 72.59 73.96 86.97 10/2 MgC - up 6.3 per cent - Mbel Stranghal 8 shares, Val **36.90** 15/7

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THE NASDAQ STOCK MARKET

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MONDAY 20

Asean ministers gather

Foreign affairs officials arrive in Manila for the Association of South-east Asian Nations' (Asean) 31st ministerial meeting and fifth regional forum. Domingo Slazon, Philippine foreign secretary and host of the nine-day gathering of Asian and western representatives, describes it as an "incomparable opportunity" to tackle the regional economic crisis.

Asian delegates, who will be joined by US secretary of state Madeleine Albright and her counterparts from Russia, Canada, and the EU, will also address problems of transnational crime, nuclear proliferation, and Cambodia. Cambodia will hold national elections on Sunday and is struggling towards Asean membership.

Diplomats expect Asean's nine members to move informally towards greater intervention in each others internal affairs - despite opposition from Burms and Vietnam - and to protest formally about recent nuclear tests by India and Pakistan.

UK transport white paper

The British government is due to present its long-ewaited transport white paper, heralding a shift away from the motorist and towards public transport, it is expected to include proposals to charge motorists to drive into crowded city centres and a tax on work site parking spaces. Both measures would be introduced gradually, however, and they are likely to be the responsibility of local rather than of central government.

EU farm ministers meet

European Union farm ministers meeting in Brussels are likely to voice strong concerns about plans to begin talks on a free trade agreement with Latin American countries grouped together in the Mercosur pact. The French have said they want to discuss the Issue even though the European Commission, the EU's executive, has yet to propose that talks begin. They fear farm prices would fall sharply under a free trade pact. Germany is also among countries sceptical about the benefits of a deal.

Santas converge

The 35th Santa Claus World Congress takes place in Copenhagen attended by more 100 Father Christmas imitators from 10 nations. To July 22.

Holiday Colombian Independence.

Japan (Marine Day).

TUESDAY 21

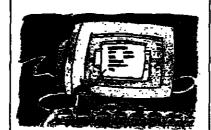
Internet Society agenda

The Internet Society, which groups internet enterprises and users worldwide, holds its annual conference in Geneva to July 24. While the conference agenda ranges far and wide over internet issues, from "global cyberculture" to encryption and future technologies, the main focus



usic by many international artists — colebrates the 80th birthday of Nelson Mandi

of outside interest will be separate high-level discussions about a new system for allocating internet addres or domain names. The US has called for the establishment of a non-profit international corporation to manage the acidress system once the monopoly of a private US company, Network Solutions, ends on October 1.



Annan visits Mexico

Kofi Annan, the UN secretary-general, leaves Guatemals, where the UN prokered a peace accord between Maya Indian guerrilles and the government, for Mexico, where bishops and human rights groups want the United Nations to play a similar role in order to end a four-year-old Zapatista uprising in Chiapas. The quentilias involved in the Chiapas uprising were also recruited from Mexico's disgruntled Maya Indian population. The Mexican government, however, has politely rejected any stions of UN mediation. Mr Annan will have to tread carefully to avoid upsetting his Mexican hosts.

Fed chairman's outlook

Federal reserve chairman Alan Greenspan will give his closely watched Humphrey-Hawkins testimony to the Senate banking committee regarding the outlook for the US economy.

Mr Greenspan will repeat the testimony on Wednesday to the House. Recent. performances by the Fed chairman have suggested that he remains sanguine about economic prospects, even though he has warned that the rapid growth that the US economy has enloyed for the past two years may prove unsustaina

But growth has slowed in the last few months and the markets are expecting Mr Greenspan to signal no early change in Fed monetary policy.

WHO head takes the helm Dr Gro Harlem Brundtland, former

Norwegian premier, takes the helm of the World Health Organisation for the next īve yeers. Dr Brundtland, who wants to make

campaigns against tobacco and malaria her special priorities, will also today announce a radical shake-up of the top management of the Geneva-based UN Nine executive directors in charge

of WHO divisions will replace the present more hierarchical structure which comprises a deputy and assist Most of the nine, to be named today, have been recruited from outside the

WHO, including appointments from the

Statistics to be released this week

ortvate sector.

Median Forecasi

ECONOMIC DIARY

Ukraine visit by Gore

US vice-president Al Gore arrives in Kiev at the start of four days of discussions in Ukraine and Russia. He will hold talks with Ukrainian leaders and will visit the Chemobyl nuclear reactor that exploded in 1985, moving on to Russia on Thursday, in Moscow, Mr Gore is expected to meet prime minister Sergei Kirtyenko, and will lay some of the groundwork for President Bill Clinton's

> Holiday Belgium National Day.

Yeltsin in September.

THURSDAY 23

WTO disputes meeting

The dispute settlement body of the World Trade Organisation meets in Geneva, On the crowded agenda are European Union proposals for reforming its banana import regime, which the US and Latin American producers have already condemned as against WTO rules, and a number of requests for dispute panels.

The European Union is asking for panels against Korea regarding dairy products, the US on tax breeks for exports, and Argentina on footweer. Brazil and Canada meanwhile are each asking for panels to investigate the other's aircraft subsidies. The DSB is also due to adopt a panel report

condemning Indonesia's "national car"

Balloon attempt

American balloonist Steve Fossett will make his second attempt this year to circumnavigate the globe when he takes off from Mendoza, in Argentina's wine



FRIDAY 24

Mandela is 80

Africa's birthday bash of the decade continues this week as music concerts will be held in different venues in South Africa in honour of President Nelson Mandela's 80th birthday last Saturday. The Gift to the Nation concerts follow a party in the Kruger National Park for 1,400 children in need last week and a hanquet in Johannesburg over the kend. The concerts feature musicians that cover a variety of tastes and styles.

Senegal, and by the South African regges star Lucky Dube. British group Skunk Anansie, in South Africa for a second time after a self-out tour last year, will also appear. The first of the concerts takes place at Durban's Kingsmeed stadium today and the second takes place tomorrow at the Johannesburg athletic stadium.

Africe is well-represented, notably by Yoursou N'dour and Ismael Lo from

China and WTO membership

The World Trade Organisation's working perty on China's membership bid meets to review the state of the 11-year-old negotiations. Though China hopes to be inside the WTO by the time new global trace talks start at the end of 1999, the est Asian crisis and upheavals in China's state sector have dampened Beiling's enthusiasm for making the necessary concessions. WTO members are looking for further liberalisation in agriculture and services, especially financial services, tel and distribution.

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Japanese LibDem's to vote

Japan's ruling Liberal Democratic party otes today to choose its party president. The winner will suformatically become properly in the minister to replace Ryutaro Hashimoto who is stepping down after the defeat at the recent upper house ections. Keizh Obuchi, foreign minister reen as the leading candidate. Seiroku Kaliyama, former chief cabinet secretary, in his chief rival. Junichiro Kolzumi, ninister of health and welfare, is also licely to enter the race. A cabinet le is scheduled next week.

FT Survey Private Finance initiative

Holiday

SATURDAY 25

Albright in the Philippines

US Secretary of State Madeleine Albright visits the Philippines, Papua New Guinea, and Australia as part of an Asian tour to August 2. She will hold talks in Manila to coincide with the ASEAN annual meeting. She travels to Papua New Guinea on July 29 for a brief stop en route to Australia.

SUNDAY 26

Cambodians go to the polis Cambodia holds a general election. Japan will send a 30-member team to monitor the elections, under a Japanese sponsored peace plan which paved the way for Camboda's ousted co-premier Prince Norodom Ranaridh - convicted in March in his absence by a Cambedian court of crimes against national security — to be cranted a royal perdon in order to return to his homeland to contest the election.

Edited by Mertin Mulligan Fax 44 171 873 3196

Other economic news

Tuesday: Alan Greenspan, chairman of the US Federal leserve, delivers his Humphrey-Hawkins testimony to the Senate finance committee. As infletion pressures seem to have receded, Mr Greenspan's evidence may be more even-handed Wednesday: Retail sales in the UK for June should reflect the effect of last month's poor weether on consume spending. Consensus sts are for a monthly fall of 0.6 per cent, but some are predicting an even worse performance. In France the government announces its 1999, post-European monetary union, fiscal Thursday: Household consumption in France Bak to show an increase in June from the World Cup's boost to the economy. June's growth may be well above the previous month's 6.3 per cent

Friday: The first estimate of

second-quarter gross domestic product figures for

result suggesting the end of the UK's growth cycle and a

peak in interest rates as the

the UK published, with a weak

UK 0.5% 0.5% Mon Jun M4" 9.2% Jul 20 UK Jun M4 9.2% UK Jun M4 Tending £4.0hr £4.4ba France 8.7% Jul 24 UK UK. Jun vehicle production Canada May wholesale trade!" 0.5% 1.3% · IRC. Jul who sale price index. 1st 10 days 0.2% · JJK -98.7 Jun Ito West Business Climate Index Jul 21 25 Germ 1.55m US Jun housing starts 1.58m US Jun building permits 1,50m Canada May retail sales!" 0.5% 1.0% US BTM-Schroders July 18 -1.0% Y959ba Jepen Jun trade ball (customs cleared nott) Y1.37tm Weds France 0.4% -0.5% May industrial production? 0.4% JH 22 France -0.7% Mary ex-energy LIK -0.694 - 14 Jun tetal estes W. 1K Jun retail sales" 3,2% 4.8% Haly Jul 11 cities consumer price Index** 1.9% 1,8% US -\$38.8bn Jun treesury budget Japan TRUE May coincident Index 10.0% Jul 23 Jiepen May leading differential index 33.3% 11,1% France 0.0% D.4% Jun household consumption? UK May global visible trade -£2.1bn -£1,4bg ÚK Jun ex-BJ visible trade -£1.2bn -£1.60m US 329k knitiej ciekna Jul 18

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16 Hoe for very small back yard? (4)

18 Bag being penny short causes are of pain! (4) builders (10)

22 Overlooking a quarral is unusual for a hoarder (8)

24 Dance round to record (5)

26 Gas bombs, etc. in a new church tart (10) One boring court has bro-ken word to Frenchman (8) 27 Throw stick out (7)
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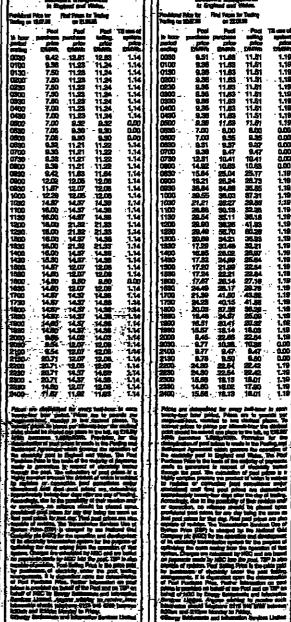
No.9.726: Mrs W.S. Reynolds

MONDAY PRIZE CROSSWORD No.9,738 Set by GRIFFIN

rise of a Tumbow Lunca formistin pen and rollerball set, worth £1: 1 be awarded for the first correct solution opened. Solutions— maday July 30, marked Monday Crossword 9,735 on the envelope, Financial Times, 1 Sestiwark Bridge, London SE1 SEL. Solution



TEL: (01732) 771771



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